

The Promotion of HAMK Winter and Summer camps: Case China

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ABSTRACT

Education takes the responsibility of cultivating talents and determining the future of national development. In recent decades, China has entered a high-speed growth stage and the investment of education has increased rapidly from a governmental perspective. For families, with the improvement of life quality and spiritual needs, more and more parents have turned their ideas and focus from domestic education to abroad. Nowadays, China has distinguished itself as the biggest source for overseas students. International camp programmes as a part of the global study industry, is taking over the market. HAMK who wants to follow the tendency of the market and gain stable customer resources in China, is ready to confront both these challenges and opportunities.

The main purpose of this thesis is to promote HAMK winter and summer camps in China and maintain its competitive advantages by figuring out more effective marketing activities to attract students.

The theories used to support and give references to this thesis were based on the research and studies from Philip Kotler, Kevin Keller and Armstrong. Some marketing related books such as Principles of Marketing or Marketing Management proved to be professional sources and explanations for concepts of marketing strategy and marketing mix. In addition, the primary data was gather from two surveys for understanding feedback and expectations of both previous and potential customers while the secondary data was widely used and collected from the internet, articles and public reports.

Through analyzing the current situation and competitor performances, the author came up with some fresh ideas from four dimensions: product, price, place and promotion to enhance the publicity and attractiveness of HAMK in the Chinese market.

Keywords Promoting, HAMK Winter and Summer camps, marketing mix

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The Promotion of HAMK Winter and Summer camps: Case China

Appendix 1 Survey for HAMK Winter and Summer camps programme

Appendix 2 Feedback for HAMK Winter and Summer Camps

1 INTRODUCTION

1.1 Background information

Nowadays, the development of life quality and the increase of incomes as well as the change of consumer concept have made efforts on turning overseas travel or study into popular decisions for more and more Chinese students. The fashionable destinations that the students want to explore or continue their higher education in are countries such as USA, Australia, UK or some European countries. Nordic countries have an inferior position to Germany, Italy and France, and moreover, Finland is a bit far away from people's attention except for the fame of Nokia.

Under these circumstances, various foreign education institutions have taken steps to open different English programs to attract potential Chinese students. Finland is also on the way of gaining reputations through the education system which has been highly commended. Therefore, it is necessary to create an image of Finland through diverse activities. There is a remarkable method which can provide an overview impression to future students, the camp.

HAMK University of Applied Sciences (hereinafter referred to as HAMK) as one of the famous high-level education institutions, has made a contribution to attracting students from all over the world. The school has started to organize the camp programme for different clients. China as a significant market, is very worth to specifically design a suitable strategy. There are two purposes for running the camp programme. First, from the business perspective, the school is expected to make a profit and benefit to support its own finance. Second, from an education aspect, this programme can help to create and develop the image of HAMK for attracting potential students to apply.

1.2 Camps

On the one hand, the majority of Chinese students spend their times in the classroom and gain knowledge from books or directly from teachers instead of going out the school and be more practical. On the other hand, as the only child at home, the overprotection from parents and the community leads to the lack of the ability of self-control and setbacks resistance.

Camps especially those organized to explore another places or countries, are an international cross-cultural education model. It is a precious life experience to join in a Study-Tour camp. Students are expected to enrich their knowledge and open horizons, to improve the ability of independence and train multi-angle thinking.

Various winter and summer camps not only break the restrictions of conducted class, but also offer an opportunity to experience the western education system, a foreign language environment and the internationalisation

learning ideas which lay a solid foundation of further undergraduate and post-graduate study plan.

1.3 HAMK

Häme University of Applied Sciences

Häme University of Applied Sciences (HAMK) is a multi-disciplinary institution of higher education. The student is the center of all our operations and the workplace is the immediate beneficiary. We work for the benefit of the region and we are a solid part of the national and international higher education community. (HAMK General Brochure 2015, 3)

Vision

HAMK's vision for 2020

HAMK offers the most inspiring higher education and the most customer-oriented applied research activities.

("ABOUT HÄME UNIVERSITY OF APPLIED SCIENCES", 2017)

HAMK is located in the southern Finland and has started its operation in education field since 1840. (HAMK presentation, 2015) As a part of the Finnish higher education system, the school is authorized by the government. There are 7 campuses which are distributed nearby some big cities such as Helsinki, Tampere and Turku. More than 7000 students including international students from over 50 countries. HAMK has 23 bachelor's degree programmes, of which 4 are delivered in English; 7 master degree programmes among 2 are taught in English. ("ABOUT HÄME UNIVERSITY OF APPLIED SCIENCES", 2017)

HAMK was the first higher education institution in Finland to receive the status "advanced" which is the highest level of the quality assurance system. (HAMK International Presentation, 2015) This indicates that HAMK has the ability and condition to guarantee the quality of transmission of knowledge as well as talent training.

Based on the fine tradition of Finland's education system, HAMK commit itself to offer a high standard of education with versatile models. Besides normal bachelor's and master's degree programmes which aim to provide the student with competitive knowledge and skills for becoming professional in the relevant field, HAMK makes a contribution to cultivating future teachers as well. Students are supposed to choose their own study paths based on their own preferences.

HAMK is the member of FUAS (Federation of University of Applied Sciences). This is the largest strategic alliance instituted with Lahti University of Applied Sciences and Laurea University of Applied Sciences for the desire of building a competitive education network in the zone of Helsinki. The share of educational resources offer students more choices of courses,

abundant number of academic materials and excellent faculty. (Sivut - FrontPage, 2017)

Started from 1 January 2015, all the universities of applied sciences including HAMK have been the limited company based on the new act of Fin-land. However, the school proceeds with high-level of education and services for partners, students and clients. ("HAMK IS A LIMITED COMPANY", 2017)

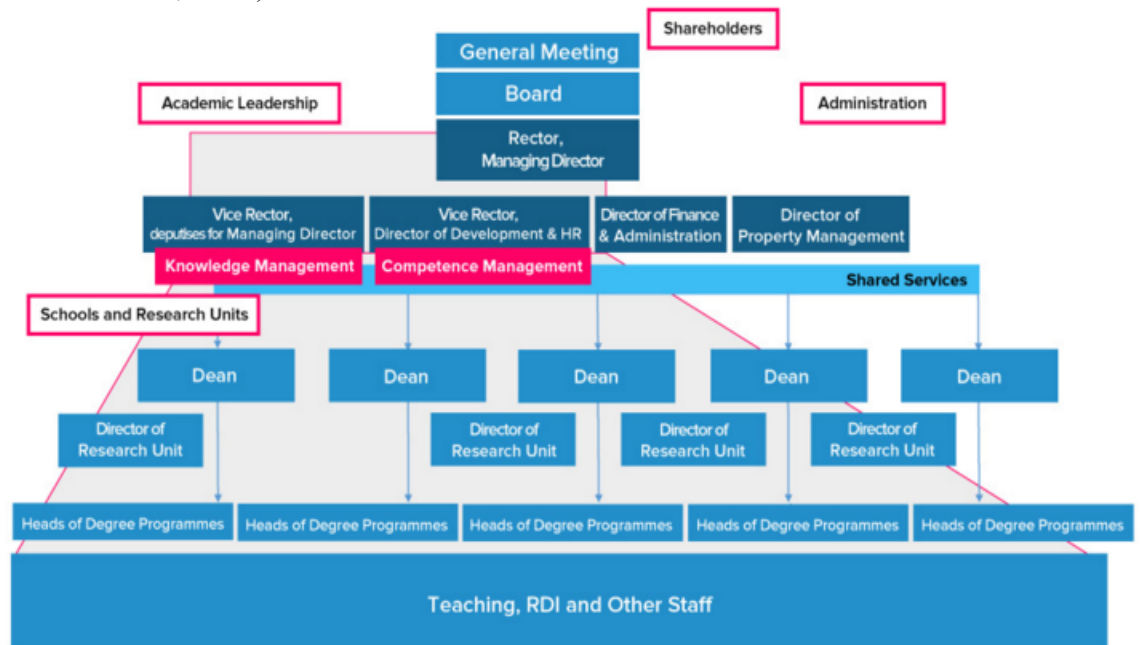


Figure 1. HAMK organization

Since the world continues to integrate fast, internationalization becomes a primary part of the strategy for most of the organizations. As an executive, HAMK considers internationalization as a natural part of the activities (HAMK general brochure, 2015). The Global education service is a relatively independent department at HAMK. The purpose is to be active in the global market and gain a reputation as a high-education supplier. The products involve both individuals and organizations, teachers and students. Foreign students are highly welcomed to choose HAMK as another beginning of their dreams. In order to create a wider study environment, HAMK has around 100 partner universities in all over the world. Students are encouraged to plan their exchange studies outside Finland or Europe as well as complete another degree in different universities.

A qualified company does not only focus on own operation, HAMK puts a high value on the regional influence through providing researches and development services to workplace, partners and region's operators in different industries and sectors. ("ABOUT HÄME UNIVERSITY OF APPLIED SCIENCES", 2017)

Through these projects and researches, HAMK associates students with companies. Therefore, students can utilize their knowledge and skills in practice instead of simulating in mind, meanwhile, companies can pay less costs to gain more supports or even find future employees. This mutually-

beneficial cooperation accelerates the development of regional economy and expands the positive impact of HAMK.

1.4 Finland and Finnish Education System

Finland

Finland is a peaceful country in a very north of the world which has thousands of lakes and a wide range of forests. On account of its geographic position, Finland is equipped with four seasons but winter is the dominator. Comparing to the other European countries, Finland's population density is much lower. ("Finland", 2017)

Distinct with some southern Europe countries that is widely known by people such as France, Germany and Italy, Finland is low-pitched. However, Santa Claus, the Northern Lights and Sauna are certainly familiar with the public. Finland owns the best conditions and places to catch and enjoy the Aurora. The further north people go, the greater the opportunities to observe. In a magical city named Lapland, people do not merely see the Northern Lights, but also visit the real Santa. ("About Finland — VisitFinland.com", 2017) Finland always ranks the top row in the list of "The World's Happiest Countries" and the whole country left a strong image of clean and peaceful.

The figure below shows the location of Finland within Europe and some of the main cities within the country. A majority of the cities are gathered in the southern part and HAMK's seven campus occupy in the preponderant region.



Figure 2. The location of Finland in Europe (HAMK general brochure, 2015)

Finnish Education System

Education as a pillar industry makes Finland spread its reputation around the world. Finnish people are proud of their excellent education system

which comprises the concepts such as equality, openness and responsibility. The system mainly consists of five parts: early childhood education and care, pre-primary education, basic education, upper secondary education and higher education.

Students as the center of the education possessed with various opportunities. The possibility of choosing different study paths supports students to achieve their further career goals based on their own preferences. For example, the higher education system offers dual model, where universities and universities of applied sciences satisfy both academic and practical purpose of study. (HAMK general brochure, 2015)

The following figure indicates a position of Finnish education. The statistics come from the World Economic Forum's annual Global Competitiveness report which evaluates the quality of an education system plus secondary and tertiary enrolment rates and extent of staff training of 144 countries.

The results show that Finland ranks the first on the list which means its higher education and training system strongly support the growth of economic competitiveness and development.



	Global rank*
Finland	1
Singapore	2
Netherlands	3
Switzerland	4
Belgium	5
United Arab Emirates	6
United States	7
Norway	8
New Zealand	9
Denmark	10

Source: The Global Competitiveness Report 2014-2015
Note: * 2014-2015 rank out of 144 economies

Figure 3. Global rank of higher education and training top 10. (The global competitiveness report 2014-2015)

1.5 The Introduction of the Product- Winter/Summer Camps Programme

HAMK Winter and Summer camps programme is a part of the Global /Education Service. The camp is based on the Nordic adventure which includes cultural experience, featured activities and natural exploration. ("Global education services", 2017)

HAMK has already organized several winter camps specifically for different Chinese student groups. Student will have an opportunity to study cross-cultural communication and the cultural differences between Finland and China, the practical English studies and some basic Finnish language.

The outdoor activities aim at combining the education with entertainment. Visits to HAMK UAS, high schools and the vocational college help students establish an overview of Finnish education system while the trips to Lapland, Santa Claus Village and some other famous cities give participants a taste of the wonderful scenery in Finland. Students will experience the real winter and winter sports such as skiing and ice fishing while the most characteristic event, Sauna is also in the list. (Winter camp presentation, 2016)

After the programme, students will get a training certificate from HAMK as well as 3 ECTS credits which are authorized among the Europe and may become a valid proof in the future if a student continues his study in the European Union. These documents are all officially given out from HAMK.

The summer camp has not started yet, however, the planning of first summer camp is in the process since the latest students who joined the winter camp at the beginning of 2017 expected another chance to back to Finland in an opposite season.

For offering a more free and unique journey, HAMK sticks to the concept of “Customization”. Customers have initiatives in drawing up their itineraries and HAMK is willing to listen and satisfy those distinct requests. Consequently, there is no one price for all, the quote is very depending on the length and content of a programme expect the accommodations, transportations and three meals per day. Customers can also enjoy the guide from both Finnish and Chinese tutors and all the services are provided in English.

1.6 Research Question, Topic and Objectives

Research question

Although HAMK has already gathered experiences of serving Chinese customers during past few years, the school is still in the process of improving the way of promoting the camp programme and expanding the network to get more and more student resources in the future. In this circumstance, the question is:

How can HAMK attract more Chinese students to participate in its Winter and Summer camps?

Thesis Topic

The thesis topic is: The Promotion of the HAMK Winter and Summer Camps Programme: Case China.

This thesis was commissioned by the principal of the camp programme from HAMK who has a keen interest in operating business in the Chinese market to involve an increase the number of Chinese students.

The reason for studying further in this area is because as a Chinese student who is studying at HAMK, author used to have the honor to participate the programme. Therefore, the author can observe the entire programme as either an insider or outsider. The work experience strongly supports the analysis procedure. Moreover, it is meaningful to utilize the knowledge and skills from theory in practice in a familiar market.

Thesis Objectives

In order to conduct the process and assess the final results, this thesis is going to explain and analyze four objectives. They are:

1. The Marketing strategy, Marketing mix(4ps), 4Cs and SWOT analysis
2. Current situation and promotion way of HAMK camp programme, the situations and performances of competitors
3. Suggestions and expectations that are reflected by surveys
4. Recommendations for HAMK to promote camps programme through different marketing activities.

The first objective is to understand and describe Marketing strategy and Marketing mix which is also universally acknowledged as 4ps, together with 4Cs and SWOT analysis that effectively support to establish a foundation for further study.

The second objective is to analyze the current situation in the Chinese educational market to understand the customer preferences and a market tendency. Besides, two surveys that come from both previous participants and potential students will be particularly demonstrated.

The third objective is to identify the strengths, problems and challenges of HAMK through focusing on the performances of competitors and the SWOT analysis of its own operations.

The fourth objective is to draw useful recommendations and suggestions for HAMK that have the high possibility to be implemented.

1.7 Research Methods

Various secondary data which is also known as the desk research will be collected through the Internet since information related to HAMK and Finland is required in abundance. Meanwhile, articles from magazines and books as well as theories done by previous researchers will be cited.

The primary data was gathered from questionnaires and surveys. A specific survey was designed by author to receive the feedback from previous participants of HAMK winter camp. Another survey was spread to two

groups, the university and high school students to observe opinions and expectations from the target customers.

2 MARKETING STRATEGY- 4P'S AND 4C'S

2.1 Marketing Strategy and The Marketing Mix

The essence of getting success in today's competitive marketplaces is to be customer oriented. Therefore, activities that are involved in the marketing strategy and marketing mix should follow the idea of customer-driven. (Kotler & Armstrong, 2011, 48)

In the book *Principles of Marketing*, Kotler and Armstrong explain marketing strategy as “the marketing logic by which the company hopes to create this customer value and achieve these profitable relationships”. (Kotler & Armstrong, 2011th, 48) A truth is that a company cannot serve all the customers from a specific market field since their expectations and needs are different. Thus, before a product or a service was launched on the market, the company should decide which customer group(s) will be served as well as how. The marketing mix which is leaded by marketing strategy, also universally known as four integrate factors—product, price, promotion and place. The figure below shows a relationship between marketing strategies and the marketing mix.

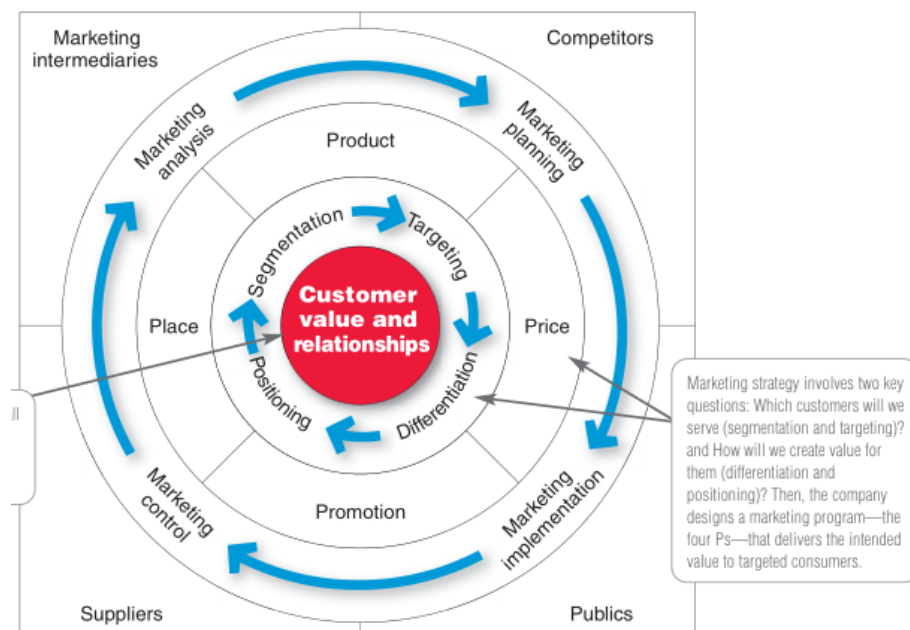


Figure 4: Managing marketing strategies and the marketing mix (Kotler & Armstrong, 2011,48)

In order to accurately deliver the customer value and win advantages from competitors, four steps in the marketing strategy help market participants divide the total market into small segments, identify the most encouraging segment and concentrate on satisfying the chosen one. These steps are

market segmentation, market targeting, differentiation and positioning. (Kotler & Armstrong, 2011, 48)

2.1.1 Market Segmentation

Market segmentation is an activity of dividing customers into different groups based on the similar set of needs and wants. It helps marketers to recognize the market segments that contain a suitable size and nature. (Kotler & Keller, 2011, 214)

There are many variables that can be used for segmenting a market. However, a successful segmentation is based on the combination of different factors instead of a single way. Generally, four major variables are acknowledged to be applied in segmenting the consumer markets, they are geographic, demographic, psychographic and behavioural variables. (Kotler & Armstrong, 2011, 191)

1) **Geographic Segmentation:**

Dividing the market based on a geographic factor such as nations, countries, cities and even neighborhoods. The geographic difference also represents the request of localization. A company may organize its business in one big area with few different units, therefore, the consumer needs should be distinguished clearly.

2) **Demographic Segmentation:**

Is the most popular way of dividing the market based on variables such as age, gender, family size and life cycle, income, occupation, education, religion race. Generation and nationality.

The geographic units offer a scope of consumer group while the demographic variables assess the size of the market. Consumer needs can be influenced by changeable and fixed situations. For example, gender decides the product close to male or female, income decides whether the luxury or fair-price goods will be served. The benefit of demographic segmentation is the convenience in measuring and a prior position than other bases. (Kotler & Armstrong, 2011, 191-194)

3) **Psychographic Segmentation:**

Dividing a market through the social class, lifestyle and personality characteristics.

Psychographic segmentation has similarities with the behavioural segmentation, moreover, the consumer buying behaviour which refers to some psychological aspects is taken into consideration. Factors such as lifestyle, activities, interests and opinions that help to divide the population into psychographic units are intangible in nature and usually require research in depth to resolve the target to reach. (Bhasin, 2017)

4) **Behavioural Segmentation**

Consumers were divided based on their knowledge, attitudes, uses or responses to a product. It is also considered as the starting point for segmenting a market. The following five variables demonstrate corresponding situations where each one can be used. (Kotler & Armstrong, 2011, 191-194)

Occasions— Consumers are sorted according to the occasion when they have ideas to buy or to finish their orders. It can help companies build up a product instruction or usage for a specific group.

Benefit Sought—Dividing market into small groups which seek for the different benefits from a product. The major activities include the search for benefits that people expect from a product, groups of people who look for distinct benefits and the exact brand which can bring the benefit.

User Status—Marketers divide the market according to the types of the users such as nonusers, ex-users, potential users, first users and so on. The user status determines the different stages of appeals.

Usage Rrate— Customers can be grouped into light, medium and heavy product users. The heavy users are the main force of consumption.

Loyalty Status— Segmenting a market based on the customer's degree of loyalty towards brands, stores and companies.

2.1.2 Market Targeting

It seems that the biggest market owns the most opportunities, however, it does not equal to the best place for company to operate. Therefore, after finishing the segmentation step, marketers should start to evaluate the attractiveness of each segment and then select one or more units to enter. The primary regulation of targeting is to deliver and maintain the customer value, simultaneously gain a profitable result.

There are three criteria when evaluate the market segments: segment size and growth, segment attractiveness and company objectives and resources. Through grasping the current sales and growth rates, a company can quantify the markets and assess the profitability. However, “right size and growth” is a relative matter (Kotler & Armstrong, 2011, 201), therefore, markers should examine the market features and status of competitiveness to seek advantages. What is more, the company must align the possible segment markets with its own objectives and resources. The mismatch and misestimate will quickly dissipate the efforts that have been done and even bring an economic crisis to the company.

Strategies for Reaching Target Market

The figure below shows different market levels that each strategy reaches. These four strategies cover the scope from broad to narrow and a company

should rely on the analysis of common needs and characteristics from consumers to decide which strategy can be adopted.

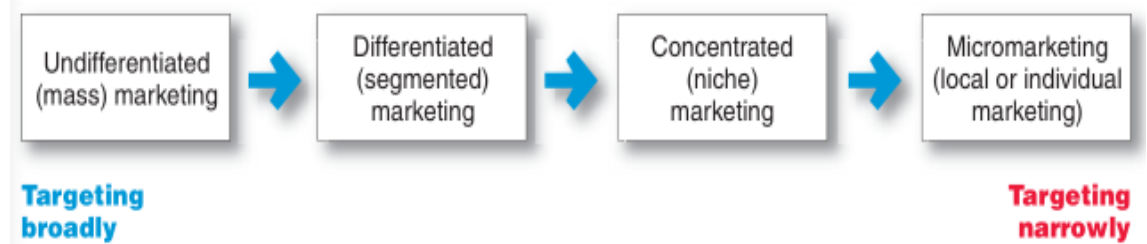


Figure 4: strategies for targeting different market levels (Kotler & Armstrong, 2011, 201)

Undifferentiated marketing, also named as Mass marketing, is an approach that reaching all potential customers with single offer. More generally, this strategy attempts to treat all segments of the population the same and try to attract as many buyers as possible. (Bass, 2017) The benefits of this strategy are: first, it is the widest channel to touch the potential audiences at the same time. Secondly, it does not require abundant of research compare to differentiated and concentrated marketing. However, one of an obvious problem of this approach is that it ignores the differences between the segments and focuses on the similarity which may dismiss a certain group of people. (Bass, 2017)

Differentiated marketing (or segmented marketing) strategy comes into effect when a firm tries to reach several market segments by using separate offers. As the reverse of undifferentiated strategy, it sufficiently considers the diversity within many groups.

Through variation, firms have a possibility to open a bigger sales market and to develop a stronger position for the product. Likewise, the existing trouble is the increase of operating costs, the extra works of marketing research and more pressures in management. (Kotler & Armstrong, 2011, 202)

When it comes to **Concentrated marketing (or niche marketing)**, instead of involving the whole market or fragmenting forces to several segments, the firms only select one or few niches. This strategy is particularly famous among small-sized companies with limited resources because the less production and advertising can cut down some unnecessary costs as well as establish a strong reputation and position for the company. (Bhasin, 2016a)

The fourth one is **micromarketing strategy** which only refers to a very narrow level of the market. Comparing with the concept of concentrated marketing, the aim of micromarketing is to tailor the products and marketing programs to mesh those featured individuals and locations. It covers two parts: **local marketing** and **individual marketing**. (Kotler & Armstrong, 2011, 204-205)

The local marketing draws near to the geographic variables but with a smaller scope. The products and promotions only focus on the local customer within cities, neighborhoods and even stores. The individual mar-

keting advocates the customized design. Individual's preferences and wants promote the execution.

2.1.3 Market Differentiation and Positioning

The whole process is not complete before the final step was finished. The concept of market positioning was first published by Al Rise, an American scholar in 70s of the last century. The purpose of positioning is to occupy a superior position than relative competitors through building and delivering a remarkable and distinct image of the product and company itself. ("STP 理论 - MBA 智库百科", 2017)

Customers sometimes are confused because a mass of products or services. A great deal of information makes the purchase process tough especially when customers have to compare the congeneric products and get into a dilemma. Thus, the benefit of differentiation is to endow a product with specific characteristics that can leave a deep impression in consumers' minds and be quickly recognized by. It brings a mutual-benefit situation for both consumers and the company since one can save the time and effort of buying while another can occupy an advantage market share than competitors. (Kotler & Armstrong, 2011, 207)

In order to sustainably hold a favourable position in the market, companies may reposition termly. The adjustment in packaging, advertising and other marketing activities may keep a product a fresh perception and attractiveness among the public. (McMahon, 2017)

Not all companies go smoothly during the process of positioning because it is not so directly to see how customers perceive the products versus competing products. However, there are six steps that companies can follow to effectively finish the task.

- 1. Identifying the competitors.**

Companies usually understand their products and situations clearly but are lack of attentions and knowledge on competitors. Basically, there are two types of competitors, one is the primary competitors which belong to the same product class, another is the secondary competitors which come from different categories. (Hitesh, 2016)

- 2. Determining how the competitors are perceived and evaluated.**

Comparison starts at the moment when the products or services are launched into the market. The firms will gain broaden views of product attributes if they can stand from a consumer perspective to recognize the benefits. Marketers may gradually understand how a product is judged and why it is purchased successfully. (Hitesh, 2016)

- 3. Determining the competitor's position.**

This step is a development of the previous one. Companies are expected to use a holistic outlook to the relative market rather than pay attention to a single one. How different brands are positioned with

surrounding the relevant attributes or usages? Which competitors are differentiated from others while some have a host of similarities? The answers will come out through on-going researching. (Bhasin, 2016b)

4. Analysing the customer.

The analysis of the customers has already started when segmenting the market at the very beginning. The habit and behaviour of each target group is distinct. Therefore, grasping consumer's life style and the motivation of purchasing can help to deliver right value and benefits to a great extent. (Bhasin, 2016b)

5. Making the position decision.

The above four steps provide the company with useful information from both competitors and consumers points of view. Now turning to the time for managers to decide how their own products will be positioned. In order to position rightly, managers should be objective and always guild under an economic analysis. (Bhasin, 2016b)

6. Monitoring the position.

After the decision was made and carried out, it is indispensable to measure the results from the market performance and consumer reflection. Company can use various techniques to analyse or monitor timely and may adjust the strategy if necessary. (Bhasin, 2016b)

2.1.4 Marketing Mix—An Introduction of 4Ps

The 4Ps which refers to four different dimensions, was first proposed by E. Jerome McCarthy in 1960 in his book. This can be considered as the original modern form of marketing mix and has laid a dominant foundation in the study on marketing management. ("Marketing mix", 2017)

In the book *Principles of Marketing*, Kotler and Armstrong developed the 4P concepts and gave more complete elaborations. Marketing mix is defined as a "set of tactical marketing tools" that a business blends to produce the response it wants in the target market (Kotler & Armstrong, 2011, 51)

Product, Price, Place and Promotion are four levels which also embrace many variables in each category that can influence the demand. The figure 5 below shows 4Ps in detail.

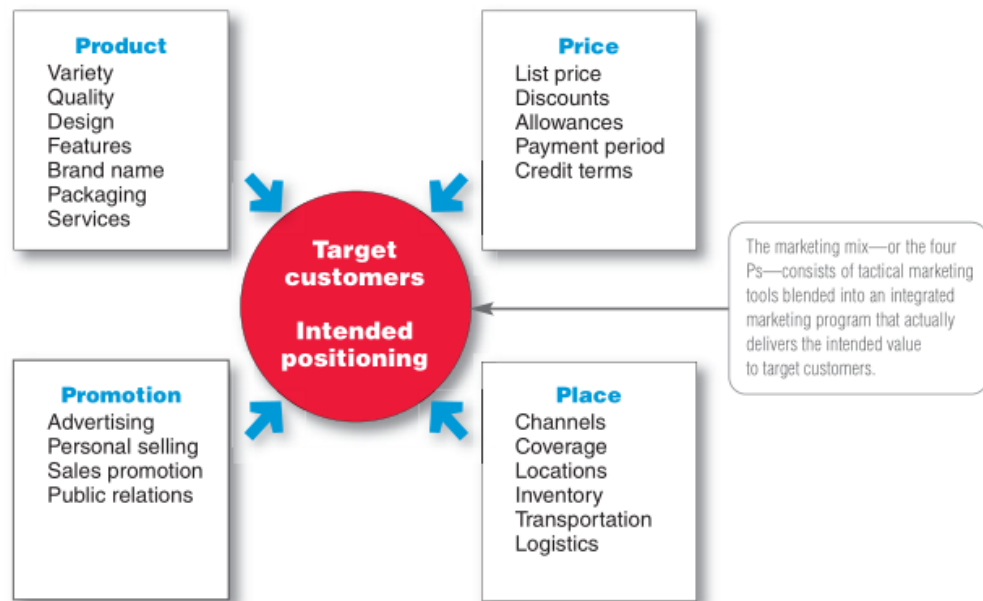


Figure 5: 4Ps of Marketing Mix (Kotler & Armstrong, 2011, 52)

Product

"Product is anything that can be offered to a market that might satisfy a want or need." (Kotler, Armstrong, Brown & Adam, 2006) Marketing strategy and activities can be implemented only when the product exists. A right product should be put on a specific market to meet the demanding consumers. Products are very different or similar with each other and that is why marketers should identify their features and benefits. ("Marketing Mix Definition - 4Ps & 7Ps of the Marketing Mix", 2017)

A life cycle of a product includes the growth phase, the maturity phase and sales decline phase. When the product is confronting the sales decline stage, the product is losing its competitive advantage. It is a turning point whether to make a new twist or going downhill. Therefore, the company should closely stir the concern about the changes and reflections of the market as well as the product status in order to adjust the strategy to prolong the life cycle. ("Marketing Mix Definition - 4Ps & 7Ps of the Marketing Mix", 2017)

Price

The price the amount that customers must pay in order to obtain the product. (Kotler & Armstrong, 2011, 52) Besides monetary costs, intangible costs such as time and effort in acquisition and decision making are also involved. ("Marketing mix", 2017)

Marketers should notice that the people's income directly influence their economic carrying capacity. The reflection and acceptance level of a price can be very differing from group to group. In fact, it is price that shape the first impression and perception of a product and either the motivation or resistance of purchasing. Moreover, price should match the benefit and value that a product can deliver. If the customers figure out that the price is overweight which means the product is not worth to buy, the company will get a big trouble in its growth phase. ("Marketing Mix Definition - 4Ps & 7Ps of the Marketing Mix", 2017)

The process of determining the price is always tough and challenging. Marketers should integrate both inside and outside factors to make the price the most reasonable.

Place

The firms should distribute the products to the market and make them accessible to the customers through different channels, platforms or locations. On the premise of understanding the target market, firms know who to touch and where to put. However, not all companies have their own retail shops where they can directly supply products to customers, the following table show some distribution strategies for those who do not have the terminals to lay out the products. ("Place - Marketing Mix Distribution Strategy", 2017)

strategy	Features and advantages
Selling through a reseller	<p>A third party such as a retailer or wholesaler.</p> <ul style="list-style-type: none"> - It helps to lessen the pressure of running a distribution system. - Reduce the storage space
Intensive distribution	<ul style="list-style-type: none"> - Allows to sell the products or services in as many locations or markets as possible. - Highly used by large manufacturers which can reach a national or global market level.
Selective distribution	<ul style="list-style-type: none"> - The market level is smaller than intensive distribution with only a few target customers. - Can be applied when selling up-scale or luxury products and deliver to the resellers who stick on a symbol of high-quality.
Exclusive distribution	<ul style="list-style-type: none"> - There is only one dealer that the product will be distributed. - The company may become the sole supplier. - It is effective for some specific products because both supplier and intermediary are exclusive.

Figure 7: Different distribution strategies (Concluded by Yulu Lin, based on "Place - Marketing Mix Distribution Strategy", 2017)

Promotion

The appearance of a product in the market does not mean the start of selling. Customers may decide the purchasing only when they recognize and trust the product. The main purpose of promotion that is comprised of different components such as sales organization, public relations, advertising and sales promotion is to explain and persuade the customers.

The effectiveness of the promotion comes from the right distribution of the product. Audiences have the relevant demands and needs that a product can offer or even satisfied. Advertising is one of most common strategy which can be presented through various forms include radio, television, literal explanation like prints, newspapers and even the word of mouth. ("Promotion - Marketing Mix Promotional Strategy", 2017)

The establishment of a company image and reputation can promote the products to some degree. Organizing some activities or press conferences in community can increase the propagation force of a company. It is easy for customers to recognize the products which under the companies they are following or familiar with. Furthermore, customers are sensitive to the sales promotion. Activities such as coupons, prizes, rebates or free samples can encourage them to buy because customers think there are more values than the normal time. ("Promotion - Marketing Mix Promotional Strategy", 2017)

2.2 Lauterborn's 4Cs Theory

4Ps as a tactical marketing tool and essential guideline for marketing activities has a decisive influence to the business operation. However, with the experiment of the modern business model and the increasing fierce in competition, scholars have realized the deficiencies of the 4Ps. A developed concern occurred to redefine and replenish the marketing program, this kind of concept, in a sense, is valid. It changes the focus from a seller's view to a buyer's perspective. The results could be more satisfactory after the marketers thinking through the 4Ps and performed 4Cs on this basis. (Kotler & Armstrong, 2011, 53)

The marketing model of 4Cs was first put forward by Robert. F. Lauterborn in 1990. His proposal has made a movement from business-oriented to a more consumer-oriented version. ("Marketing mix", 2017) The figure 8 shows the changes from 4Ps to 4Cs, it is clearly to see that the customer solution or customer value replaces the product, the cost supersedes the price, convenience turns to place and promotion is taken over by the communication.

4Ps	4Cs
Product	Customer solution
Price	Customer cost
Place	Convenience
Promotion	Communication

Figure 8: Changes from 4Ps to 4Cs (Kotler & Armstrong, 2011, 53)

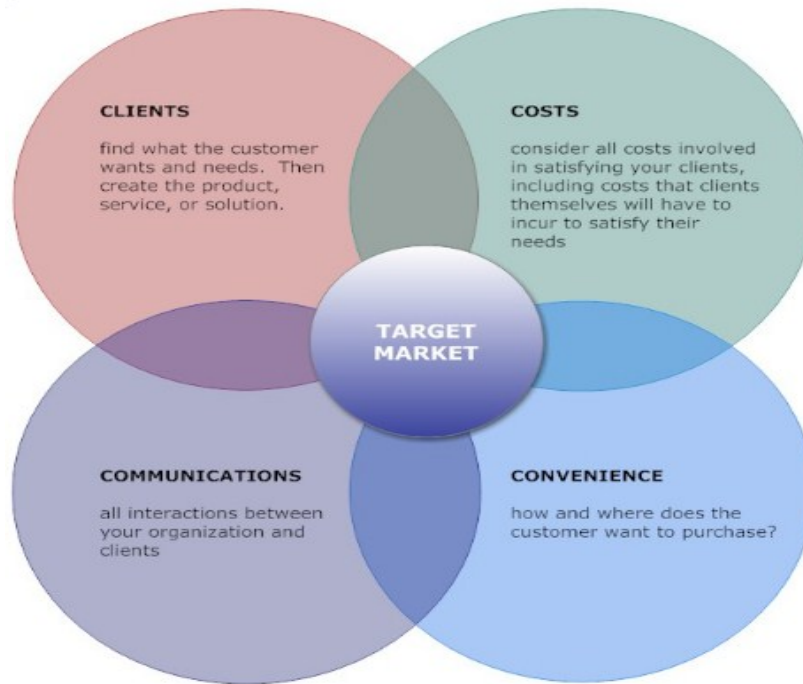


Figure 9: four elements of 4Cs

2.2.1 Customer

Although product is what a company can offer, the main force of a market and original motivation of designing the product are the appeals and demands from the customer. The marketing campaigns will be failed if a company does not focus on delivering value. The essence of the change from a “product” to a “customer” aims to encourage the company to gain profits through satisfying customer needs which also leads to a mutual beneficial result. ("The marketing theory of 4Cs - MBAlib", 2017)

The application of the customer approach emphasises on the using in niche marketing instead of mass marketing. Company should offer one to one rather than one to all. Consequently, customization can be possibly achieved in one or few specific market segments. In the modern company, market is no longer the “terminal” of a product, it is a new beginning. ("The marketing theory of 4Cs - MBAlib", 2017)

2.2.2 Costs

“Pricing” is one of the significant components among the marketing activity. In 4Ps, the “Price” relies on the objective of the company and targets for obtaining profits and taking up the market share. In the new marketing mix, cost includes all the possible time and efforts that a customer should bear to own a product such as taxes, maintenance, interests. Price is only a part of the costs and the price tag is one portion in the process of purchasing. (“Marketing Mix-Cost”, 2017)

Customers are often in a dilemma when limited budgets cannot satisfy unlimited needs in daily single life. Therefore, a product which suitably meet the fair-price will effectively generate sales and gain advocacies.

2.2.3 Convenience

As the foregoing paragraph illustrates, the purchasing process refers to monetary, time, psychological and physical costs. However, nowadays, spending a plenty time in shopping is less popular while more and more customers are pursuing to finish the order as soon as possible through accessible channels. Company are supposed to reduce the costs by simplifying the process of distribution and reprofiling the promotional messages to provide more added value for the customers. ("The marketing theory of 4Cs - MBAlib", 2017)

The fast rising in the E-commerce industry perfectly demonstrates the benefit of convenience. The online purchasing on the one hand turns some manufacturers into suppliers who can directly deliver the product to the customers, on the other hand, it breaks the time and space constraints so that customers start and finish their purchasing whenever and wherever.

2.2.4 Communication

The way of reaching out the target customers turns single-track into a bilateral communication. Companies collect the feedback and reflection of how the promotion messages are received by the audiences. This kind of interaction is a psychological trick; customers will gain a sense of superiority when they notice that their ideas and suggestions are taken seriously by the company. ("The marketing theory of 4Cs - MBAlib", 2017)

In another way, communication would open an avenue to explore customer needs deeply. The reason is that through keeping contact with audiences, companies grasp the market preferences and tendency immediately, therefore, a new niche can be quickly discovered and answered. Generally, 4Cs requires a company to build a new relationship and network in the market. Customer is the "God" and the final destination. ("Marketing Mix-Communication", 2017)

2.3 SWOT Analysis

These four marketing management functions are analysis, planning, implementation and control. It is impossible to carry out the marketing strategy and activities into practice without the help of management. Marketing analysis as the first stage can provide a company with evaluations of its own situation as well as the market information. In this thesis, a very popular analysis tool will be introduced for further study. The bellowing figure shows the SWOT Analysis which evaluates the company from four dimensions —strengths, weaknesses, opportunities and threats. (Kotler & Armstrong, 2011, 53-54)

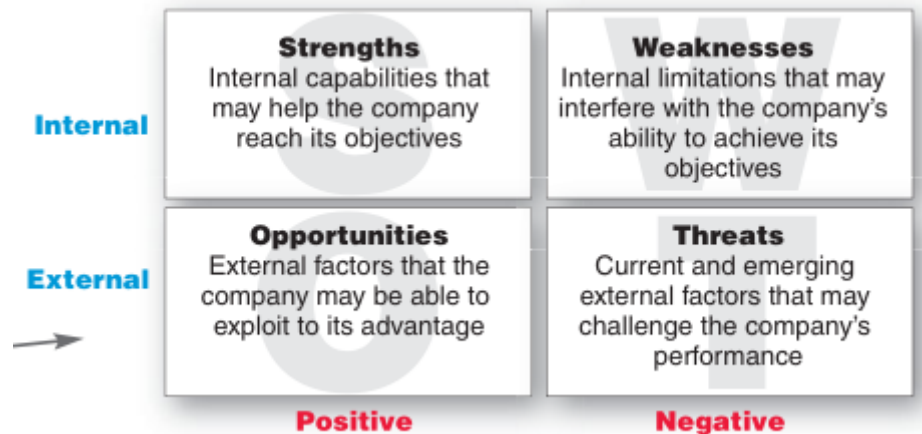


Figure 10: SWOT analysis (Kotler & Armstrong, 2011, 54)

The four elements in the SWOT analysis can be divided into two groups according to the factors each one refers whether come from internal or external environment. The company has to assess the strengths and weaknesses which are possible to audit and control in daily operation from an internal perspective. Conversely, the opportunities and threats are external factors which are less controllable and should be estimated.

Strengths

Including the factors which can serve the customers and achieve the business objectives such as internal capabilities and resources. (Kotler & Armstrong, 2011, 53). Moreover, all abilities and conditions that the company equips with to generate the competitive advantages are also belong to strengths. When recognizing strengths, it is necessary to consider both from the firm's point of view as well as the customers'. The strengths should be reliable and honest to represent the truth. (Danca. C, 2013)

Weaknesses

It comes from negative situational factors that may interfere the normal performance. (Kotler & Armstrong, 2011, 53) The objective of the internal elements is to inspect an operation condition either successful or failed within a company. Weaknesses and strengths are interweaved, sometimes weaknesses are the derivatives of the strengths if there is lacking alertness; reversely, the strengths may be transferred from weaknesses if the problems are overcome quickly.

Opportunities

Companies can improve its performance and increase its competitiveness through discovering potential opportunities. There is no doubt that a company cannot catch all the opportunities, in hence, filtering the proper one or a few requires a experiential research especially when the niche is unpredictable and inconspicuous. (Simmering, 2017)

Threats

This is another external factor that can threaten the prospect of the company, for example, new competitors, the economic recession and changes of the government regulation and customer preferences.

Threats come from the outside environment that barely be ignored or avoided, more often, the bigger the company is, the more the threats it will confronting with. (Simmering, 2017)

As Kotler and Armstrong indicated, the goal of the SWOT analysis is to align the strengths for absorbing opportunities in the environment, while eliminate or reduce the weakness and threats. (Kotler & Armstrong, 2011, 53) Managers should establish an overview of future marketing activities that can evolve the competitive advantages.

3 CURRENT SITUATION OF HAMK CHINESE MARKET

The preceding chapter has introduced, the formulation of the marketing strategy of a company was based on the analysis of both external environment and internal conditions, briefly, the market and the company's current performance.

In this chapter, author will concentrate on the characteristics and development of the Chinese tourism market especially the educational tourism as well as the current situation of HAMK camp program which involves the strengths, weaknesses, opportunities and threats. What is more, the performances of industrial competitors who also run the businesses related to overseas camps or studies are worth to be dug out. Finally, two surveys were spread out to collect the feedback and opinions from different customer groups. The author of this thesis paid high attention to the results of these surveys and spent a lot of efforts and times on gathering the responses. The aim of the whole analysis part is to set up an overall understanding of the target market and potential customers that can provide supportive evidences when giving the recommendations.

3.1 Chinese Outbound Tourism

Chinese outbound tourism grows by leaps and bounds with a great improvement in the people's living standard as well as consumption level. Nowadays, an increase number of Chinese people are willing to explore other parts of the world, which has created a tremendous opportunity for the foreign tourism industries, including Finland.

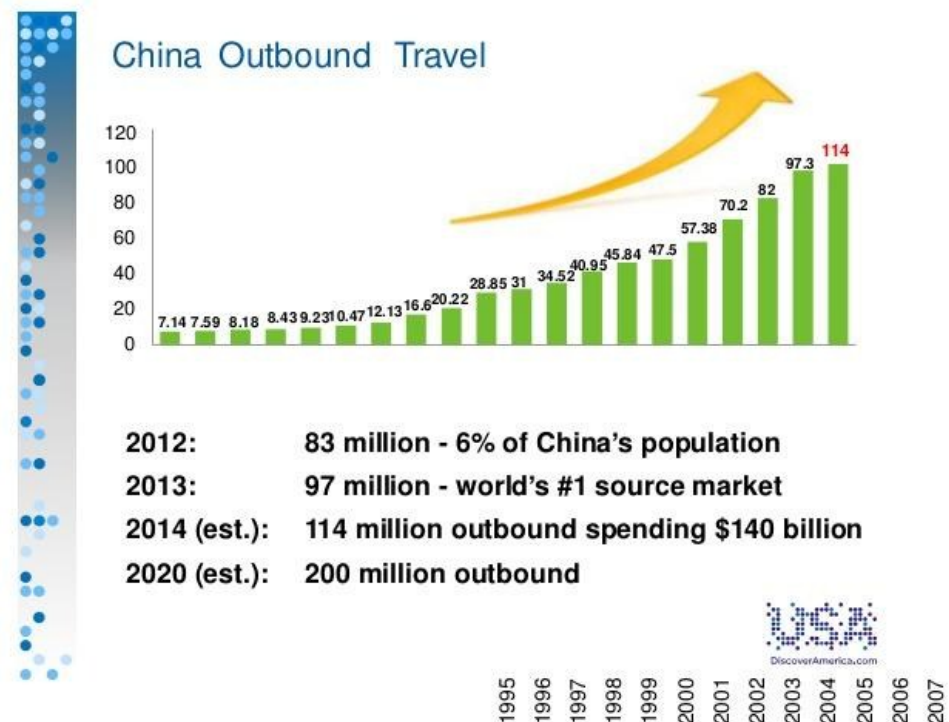


Figure 11: "China Outbound Travel" (6. China- U.S. Tourism Leadership Summit, 2014)

The above figure reveals a growing trend and the prospect of Chinese outbound tourism. By November of 2014, the yearly outbound tourists reached 100 million for the first time which can be considered as a milestone in China's outbound tourism (Chinese outbound tourism, statistics2014). In the whole year, the outbound tourists had an increase of 19.16% over 2013. The trend of the population in outbound travel grows year by year and the authority estimated that by 2020, the Chinese outbound trips will reach 200 million (China-U. S Tourism Leadership Summit, 2014). Therefore, the Chinese market is full of potential and remains its charm to attract more businesses.

Besides population, Chinese tourists are well-known by their extraordinary power of consumption. Nowadays, Chinese tourists are spending more and more money on their trips due to the increase of income, the improvement of life quality and changes of consumption ideas. A prediction by United Nations World Tourism Organization which proves the super power of consumption of Chinese is that in 2019, their outbound spending will reach about \$264 billion (Where Chinese find international property. 2016). China still hides its huge potential and will create more business opportunities in the future.

As the industry is making a progress, the objectives and demands of the tourists turn to diversify: more and more tourists are looking for in-depth tour such as cultural and historical experiences, pursuing high quality of living and eating instead of staying at the low-cost accommodations and eating fast-food cafes. The graph displays the types of travellers and preferences of travel habits. It states that beautiful views, unique culture and various outdoor activities are the most attractive.

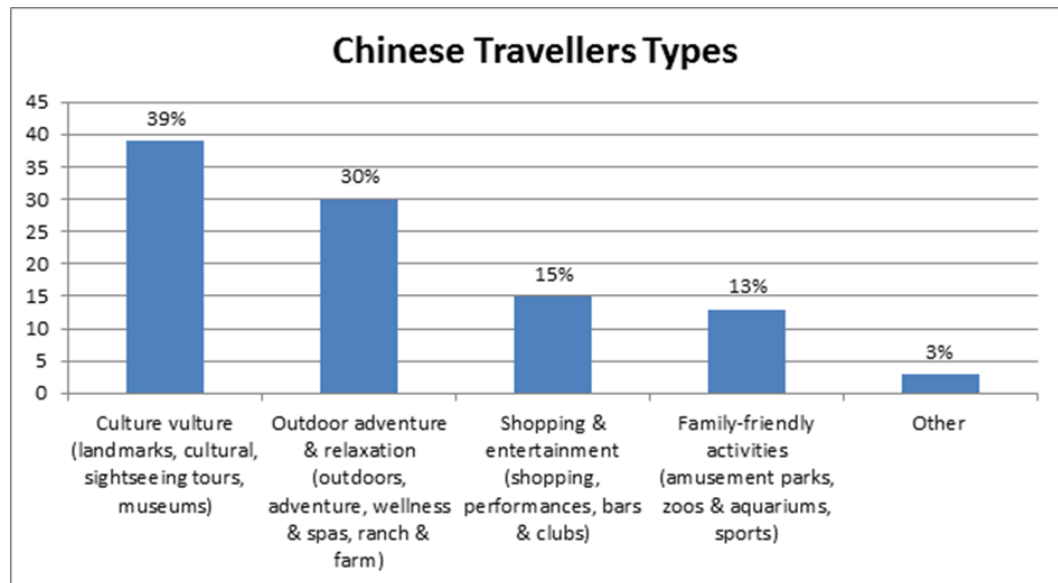


Figure 12: “Chinese Traveler types” (Top 20 destinations for outbound mainland Chinese travelers, 2016)

Besides the neighbouring countries in Asia, the growing interests of European markets evolve Chinese tourists to seek for more exotic places within Europe. Countries like France, Italy and Switzerland are usually the prior choices while the Northern Europe is also getting more and more attentions due to its distinct features and natures.

Up to now, group tours still dominate the way of travelling. Chinese tourists prefer to choose tour services offered by travel agencies because of the language obstacles, visa issues as well as a lack of experiences. Travel agencies are able to provide ready-made travel plan, tour guide as well as manage transportation and accommodation in the destinations which help to save time and costs maximally. However, there are also other tourism patterns promoted to satisfy different needs. For example, the independent tours recently get a rapid increase since tourists expect to have flexible schedules.

Chinese plan their outbound trips according to the annual holidays and tend to travel mostly during the same periods. There are two golden weeks within a year, one is on May due to the May Day Festival and another is on October. Meanwhile, Spring Festival is deemed to be one of the best periods for organizing a travel when the holiday can last two weeks. And for students, summer holiday is their happy time. During the holidays, some may participate in the camps to foreign countries, some may establish a small group of expedition.

3.2 The Educational Tourism Market in China

The educational tourism as one of the new spots in the industry has raised rapidly in China. The traditional form of travelling is failed to satisfy the customer needs while conventional study model cannot reach the standards of students' development. Consequently, a combination between edu-

cation and tourism which updates the trip mode and adds the choices of learning is being pursued by parents and children.

“Learning by traveling” can be properly described the mode and aim of the educational tourism. It contains a large scope of ideas and programmes such as study abroad, winter or summer camps, theme study, sightseeing of elite schools visiting, extracurricular practice and so on. The target customer groups are adults, families and students, but the following analysis will mainly focus on the student group and its relative products.

Students between 8 to 18 years old achieve the largest number of deals. Products offered to students are usually divided according to geographical segments, outbound or inbound. HAMK camp programme belongs to the category of international travel. In 2013, the outbound proportion of students was 5.6% which around five and a half million. In 2014, the number increased to 8.3% and in 2015, over thirteen million students visited overseas. The educational tourists link a temporary trip to their further study careers. The popular destinations or countries for traveling almost coincide with the places for study abroad. Students who have participated international traveling may possibly considered a foreign country to continue their studies. (China association of travel services, 2016)

Market information and resources related to different programmes are massive. Students have various ways to get the information they need and apply to the programmes they prefer to. In 2015, the most favourable channel students relied on was school. There were over 42% students chose the programmes that were organized by their schools. The second rank was training or educational institutions which reached to 25%. Study agencies, travel agencies and some communication centre shared the rest of the market. (China association of travel services, 2016)



Figure 13: The average price of global study tour in different destinations. (China association of travel services, 2016)

The global study tour has both long-term and short-term types. Generally, the service period sustains to two-weeks and students like it the most. There is no doubt that the prices of those far and long period tours are quite expensive which get an average about 36700 yuan (5000 euros). They are also very depending on the destination, usually, the UK and USA rank the top in the list.

3.3 Satisfaction of HAMK Winter and Summer Camps Participators

As the foregoing information showed in the introduction part. The winter and summer camps programme of HAMK has already been hold for two times since the beginning of 2016. Up to now, HAMK served over 20 Chinese students from at least four different universities, however, all the students only experienced the winter scenery in Finland and have not appreciated the summer yet.

A survey with 14 questions was sent specifically to this group and finally got 17 valid responses, of which 9 were from the first session and 8 were the second track. The questions were designed surrounding the topics such as general view of the journal, price, travel date as well as their future plans of study and so on. The author of this thesis considers the feedback from the previous participators as a valuable reference that could provide a prosper space for improvement.

The average age of these participators was around 20 years old and they were basically sophomores and juniors of the university. Female as the dominant force took a large portion than male which almost reached to 65%.

Customers will finish the purchasing only after getting adequate information and usually the channels or platforms where offer the information are various. For this camp programme, the way of receiving relevant messages and details is onefold. Advertisements from schools or the announcement from teachers replace any other routes.

Camp programme can be accounted as a service product which pay attention to the customer experience and perception. A success of a camp can be judged by whether the customers enjoy a high level of cost performance which also means a fair price with substantial benefits. The student's attitudes toward price and camp will be displayed through next two graphs.

The question number four is one of the centre-problems of the whole. It required the respondents to think veraciously whether they were satisfied with the camp or not. There were four options from utterly unsatisfied to very pleased with and the pie chart below shows the proportion of each one.

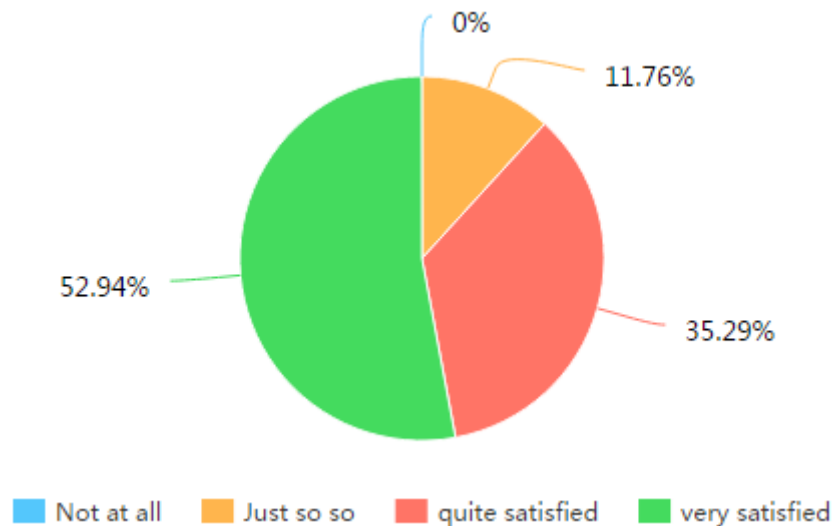


Figure 14: The satisfactory rate (Feedback for HAMK Winter and Summer Camp)

The missing piece of the blue represents an encouraging news that no one thought the camp was failed or disappointed. Majority of them left endorse comments towards the camps. The green part occupies the largest space of the pie which indicates that around 53% of the participators were satisfied with their exploration in Finland. However, there were still two out of 17 thought the camp were nothing surprised or depressed.

An interesting result came out when the author tried to trace the original source of the question 4 and associated with the answer of question 3. The respondents who participated the winter camp in this year had much higher satisfaction rate than those in last year. Seven ninths of the choices in green part were come from year 2017. The reason was that according to the comparison of the activities and contents of camps between these two years, students can get more entertainments and cheers from the schedule in this year.

Frequently, a great majority of a product or service satisfaction regards to the rationality of the price. Price is a very concrete and visualized factor that customers can see and feel especially appertain to some intangible products. HAMK camp programme are played in Finland with long distances to China and the price obviously exceeds the level of daily expenditure. Most of the university students are still rely on their parents, therefore, family incomes and conditions can evidently bring impacts on 'consumption power and ability.

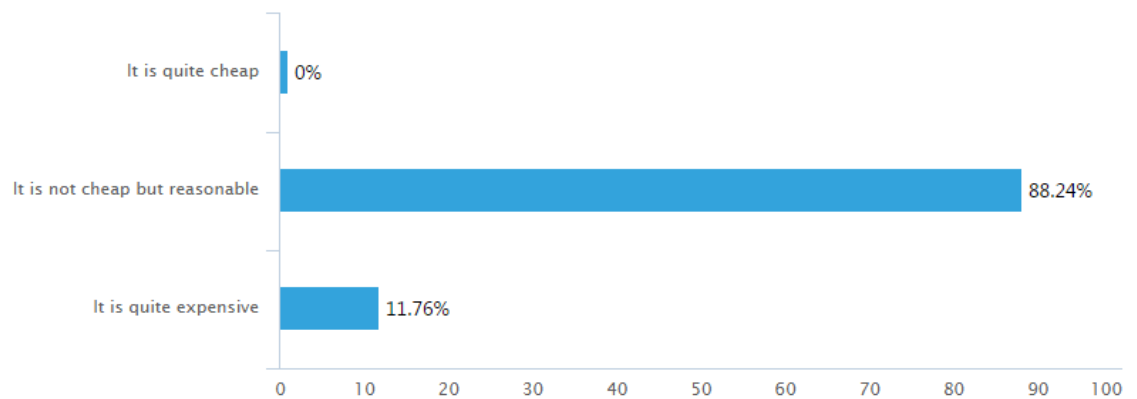


Figure 14: The opinions of price for the camp. (Feedback for HAMK Winter and Summer Camp)

The figure above shows that everyone considered that was not a small deal of joining the HAMK camp programme. 88.24% thought the price tag was not cheap but reasonable and worthy while rest of the students considered it quite expensive. Nevertheless, those students were willing to pay the price and could afford it because it was still within their acceptable limits.

Another significant information the thesis author got from the previous work experience as a tutor was that the price listed by HAMK was not the final amount which the students had to pay. Flight ticket was not included in and other charges such as insurance, domestic transportations, visa fees should be carried by their own. Due to the cooperation relationship between HAMK and the university, students could entrust the school to go through the formalities.

Whenever customers plan their trips, destination is always rank the first in the list. The attractiveness of a destination can effectively influence the customers' interests and willingness and that is why people are so wild about the historic sits.

Finland, to be honest, is lack of popularity and competitiveness than other countries like the USA, Australia or U.K. Arousing audiences' passions toward Finland as well as HAMK can motivate them to give a chance through embodiment. The distribution channels and promotion activities decide where and how to advertise the camp programme. The next histogram shows the selection results which students considered the most compelling way.

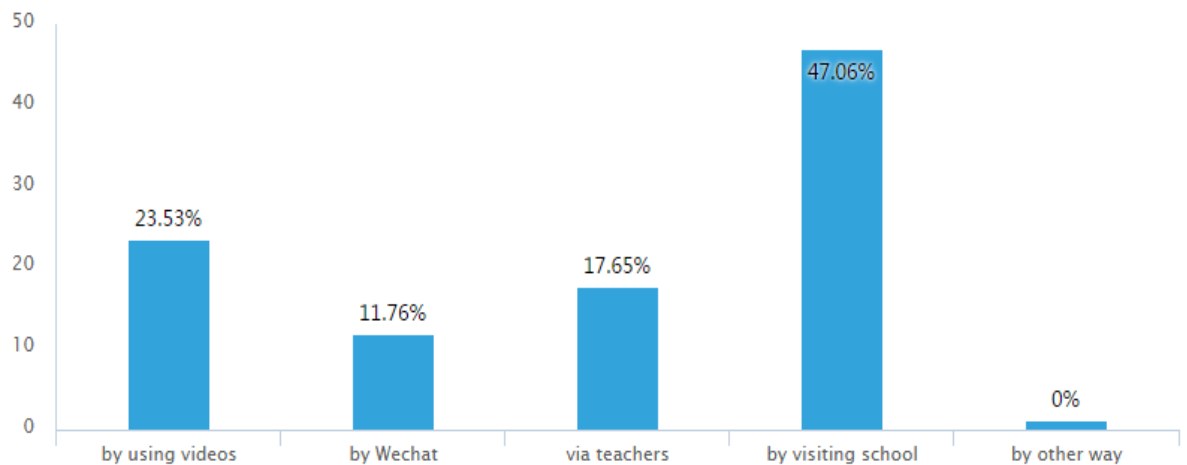


Figure 15: The best promotion way (Feedback for HAMK Winter and Summer Camp)

Nowadays, social media is one of the most effective platforms to promote and spread information to the audiences. In China, WeChat owns numerous of users. It has covered 94% of smart phones and the monthly active users reached to 0.8 billion in the first half of 2016. It seems that WeChat should be highly recommended by students, however, the proportion of considering WeChat as the best way to promote ranked at the bottom. Only 2 students chosen this option that was quite unexpected.

In the graph, the highest pillar corresponds with the option of “visiting school” which took up 47.06%. the previous participators got the information about HAMK winter camp through their universities and teachers. The principle of HAMK camp programme visited their universities and brought useful messages as well as knowledges to students. It was a very interactive way to build close relationships between HAMK and potential customers. Students enjoyed this face to face communication than any other ways of promotion because they could timely ask questions and get answers on the scene. And they thought the answers from HAMK were more direct and reliable.

There is another method which got the second number of support is by using videos. Although every year HAMK send emails, brochures or some pictures to introduce the programme, video is the most visual way that tells what exact happened or will be happen during the camp. People are more effortless to be perceived and attracted by dynamic videos instead of stationary pictures.

A satisfactory camp does not merely depend on the attractive activities and contents of the camp, but also the impression that a service supplier brings to its customers. A favourable impression can become the beginning of a new work, both with repeat business and referrals. Although there was one open-ended question, asked the feedback towards HAMK. The answers were quite unitive that can be covered by three words: free, friendly and modern. They thought the study environment in HAMK is free and fair. Students have their space time to organize self-studies or amusements. In HAMK international business campus, the camp students

met friends from not just Finland but many other countries. They experienced several Finnish-style lessons and understood the importance of team work which was barely applied in their daily study in China. A positive feedback contributes to the result of following pie which related to the possibility of participating a summer camp again that the previous students would like to.

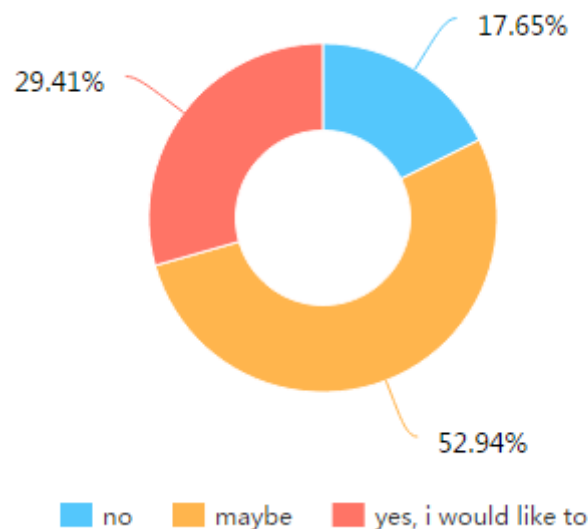


Figure 16: The aspiration of participating summer camp in 2017. (Feedback for HAMK Winter and Summer Camp)

Since those students only experienced the Finnish winter, they missed the distinct sceneries of summer in Finland. HAMK is planning the first summer camp in the year 2017 and does want to invite old friends to join again. The results of the figure 16 shows that three students refused to back in summer but luckily, over 50% of students kept their reservations and around 30% declared that they would like to. At least this result encourages HAMK to sincerely put the summer camp programme on the agenda.

As the beginning of this chapter explained, the purposes of the global study tour are diverse, one of the functions is that students will consider to continue their studies in the countries where they have been travelled. The survey wants to know whether those students were motivated by the camp programme and finally came back.

In the question 13, students were asked to give a scale from 1 to 5 according to the possibility they think that they would choose Finland as the destination for further study. There was no one deny that he would kick Finland out of the list. Three students thought the probability was only 25% and 7 thought the chance was half and half. However, the rest of seven students gave high grades and three of them even marked 5 which mean Finland ranks the top in their wishing list for studying.

The essential of being successful is to keep improving and developing, HAMK is no exception. The customer feedback can be extremely valuable when adjusting or amending the strategy and details of the camp pro-

gramme. In the end of this survey, students were required to leave some comments about how to improve the camp. Their ideas and suggestions could be summarized into three gist:

1. HAMK should involve more activities and less lessons.
2. More useful and specific courses and real cultural communication.
3. More natural explorations and adventures.

In general, students hoped that the camp could be more entertainment-oriented than education-oriented. Interesting courses and real communications with Finnish people were highly expected.

3.4 Expectations of Potential Customers

The essential of running a business is to sustainably get profitable results and customer is the engine of success. No matter what type the product is, the aim is to serve the customer needs in a specific area, under a condition that the needs are accurately identified. The number of previous participants is limited; however, the potential of future customers can be immeasurable. That is why another questionnaire was designed to discern the preferences of some likely customer groups. Although the questions that the high school student and university students answered were totally the same, the researcher still considered them as two target groups and collected the results separately.

At the end, there are 143 responses received from the university group and 96 answers from the high school group. The respondents came from over 15 cities and regions among coastal area of China. The results of these two groups had extremely high consensus that beyond expectation.

The majority of the respondents were females which almost twice larger than males. Students who joined any winter or summer camps before only shared one third in both groups which mean camp programme was not concerned in a large scale. The reasons could be, first, students are too busy with their daily studies at school, they usually devote most of the time and efforts on normal lessons to high grades instead of going outside to be more practical. Even the holidays are taken away by endless homework and projects. Specially for high school students who are confronting one of the most paramount exam named “Gaokao” in Chinese have bore many pressures and tensions from the senior grade one. Winter and summer holidays are not paradise; they are the beginning of different extra tutoring and cram schools.

The factors of influencing the decision of participating a camp are miscellaneous. When students were asked to sort five reasons based on the importance of effecting their choices in joining a camp. The two groups showed some differences and were reflected through the following two graphs.

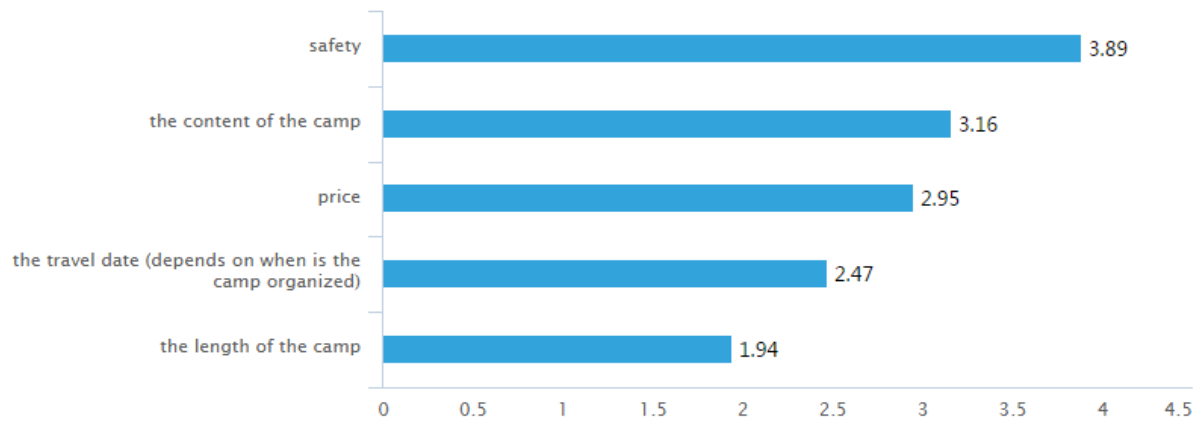


Figure 17: The rank of five elements within a camp (survey for HAMK winter and summer camps programme—high school students)

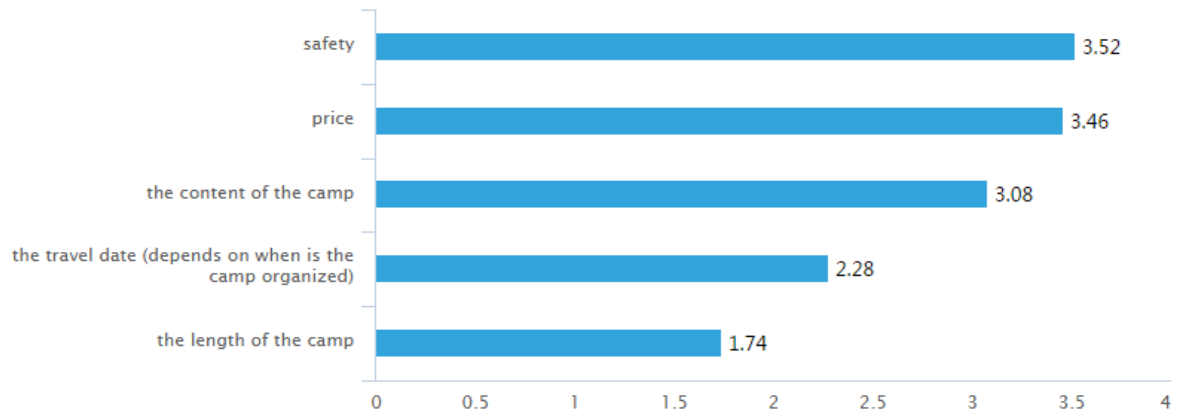


Figure 18: The rank of five elements within a camp (survey for HAMK winter and summer camps programme—university students)

It is obvious that safety ranks the top in both graphs, whether high school students or university students consider safety is higher than any other elements. The safety refers to the security in the destination, the insurance before traveling, the safeguard from the service provider and so on. If a personal security cannot be guaranteed or existing quite high risks, for example, nowadays the political and policing environment in some southern European countries such as France and Greece are turbulent which depress people's interests and desires of traveling because of uncertain dangers. In this aspect, HAMK camp programme has its advantage. The whole schedule and activities mainly happen in Finland and may involve other Nordic countries like Sweden or Tallinn where are known by peaceful lifestyle and safe social environment. The probability of occurrence of risks is very low so that customers can enjoy their trip under the best condition.

The ranking changes when comes to the second and third. High school students thought the content of the camp should rank the second and price is inferior while university students did in reverse. From the perspective of high school students, they paid more attention on the schedule of the camp and the enjoyment of inclusive activities. If they were not interested in the theme or design of the camp, they might skip the present one and keep searching for other options. However, university students evaluated the price before and they can be either motivated or repressed. The feasible

logic is that, albeit students from two groups are still rely on the support from parent, mentally and materially, students turn to be more mature and rational after entering university. They start to integrate themselves into the society and find part-time jobs or internships to adequate contacts or monetary rewards. Thus, they know the money is hard-won and parents have no obligatory to satisfy every request from children. However, high school students are trapped at school and parent deal with all the financial problems. They only need to persuade their parents to get the chance of participating the camp.

The components of a camp cannot stand away from three basic questions: how long, how many and how much.

“How long” bears on the length of the camp. One week seems too short to organize sufficient activities especially when travel abroad and over two weeks will increase the time and economic costs. Taken together, a camp between on to two weeks is the most acceptable length for students to consider. “How many” refers to the size of the group. A camp programme is a collective event; the members are even-aged or mix-aged. Although Chinese are collectivism, they are sensitive to the number of a group. If a group is small, it will decrease the interactivity, in reverse, it brings chaos and more restrictions. Therefore, students thought the best number within a camp group is between 10 to 20.

When it comes to “how much”, the answer is overt. Price of participating an international camp cannot be cheap. The question 7 wanted to know customers’ attitudes and acceptable range toward a two-weeks camp. The results showed more than 55% of students in two groups thought the reasonable price includes flight tickets would better lower 20000 RMB (2700 euros). Moreover, the proportion of university students who chosen this option was higher than high school students’ which in correspondence with the foregoing results shown in figure 23.

HAMK camp programme provides students a platform to get familiar with a foreign culture and customs as well as a first-hand appreciation of the landscape in Finland. The camp is the combination between education and entertainment; joyful activities can directly attract customers’ attentions and stimulate the desires of consumption. Finland owns many characteristic sports in different seasons so that students can experience the charm of outdoor activities.

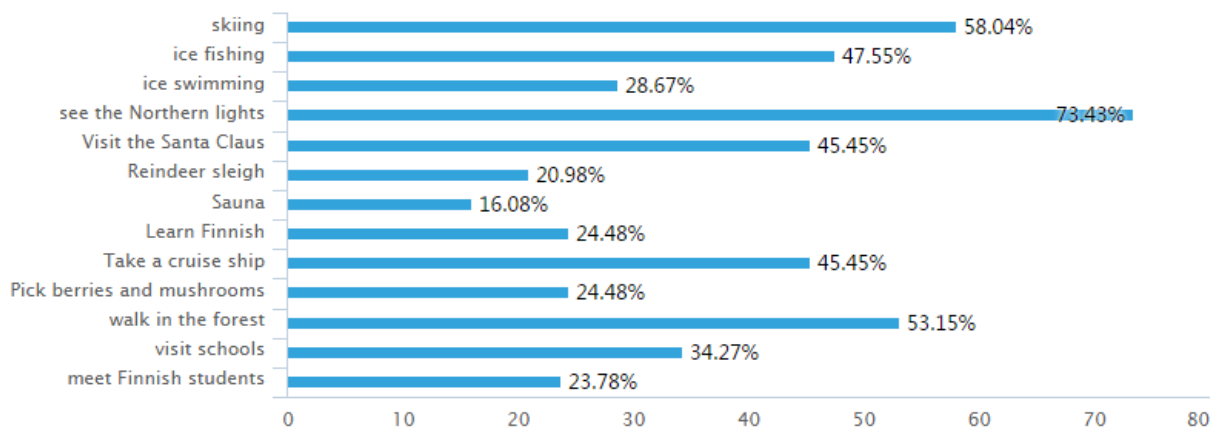


Figure 19: Interesting activities selections (survey for HAMK winter and summer camps programme—university students)

The figure above shows the different activities students were interested in or wanted to go through. Students were asked to choose two to seven options among all. There was one thing should be point out that the selecting results from high school students and university students were very consistent. Take the university students for example, the most popular activity is to see the northern lights which is a unique natural phenomenon only happens in the Nordic countries, and Finland owns the best location. The next one is skiing which is the classical item in winter camp. Besides, students expect to have an adventure in the Finnish forest because it is hardly to experience in China. Ice fishing, visit Santa Claus and take a cruise trip win high support rates while visit Finnish schools bring interests as well.

Students usually get two long holidays, one is in Winter and other is in summer. Camp as a long-term trip is better to planned during these two periods. For high school students, the best time to organize a summer camp is between the middle of July to the middle of August because may arrange some extra courses for them and leave many homework so that their schedule is quite tight. However, for senior three student, the final graduation exams are hold on the beginning of June, so they will have more time than others. The calendar of university students is more free and relax. Basically, they can manage the trip from the end of June to the end of August.

As for winter camp, most of the student thought the time near spring festival would be the best.

Nowadays in the market, the information related to camps are various and students can participate a camp through schools, travel agencies, educational institution or some communication centres. However, school is the most common and popular channel above all else because they think the information from school is more reliable and safe.

Since the purpose of HAMK camp programme is to attract more Chinese student, the survey gave a hypothesis that whether students would consider to participate a winter or summer camp in Finland. About 75% of students thought it was possible that they might get more interests when more

information was offered. Generally, future customers exist and customers keep positive opinions towards Finland.

4 COMPETITOR ANALYSIS AND SWOT OF HAMK

4.1 Competitor Analysis

In this chapter, the author will introduce three competitors with different sizes, background and characteristics. Two of them are the experts of the market and have run the business proficiently while another one is the new entrant to the Chinese market but has already got good grades. The meaning of analysing the competitors is to support HAMK to reflect its own performance and revamp the strategy through understanding the characteristics and advantages of rival's.

4.1.1 新东方(New Oriental Education & Technology Group)

The New Oriental Education & Technology Group is the biggest local competitor in Chinese market. It takes up a large share in the education and training market. Its original business was English language training and soon established a school to exploit more educational markets such as overseas study, online study, international high school and various courses for different language tests and certificates.

The “Global Study Tour” is a high-end brand under the XDF Group which covers 18 countries and regions, over hundreds of routes and themes specifically for Chinese students in different age and levels. The route can be grouped into four types:

1. *Study oriented*: English study, leadership improvement, juvenile MBA, various interactive classes and education modes, communicate with international students and so on.
2. *Communicate oriented*: visit elite schools in the world, understand information for study abroad, face to face communication with professors and principles.
3. *Sightseeing oriented*: travel around the world, experience cultural differences and shocks, heritage and historical civilization, inspired multi-angle ways of thinking.
4. *Various themes based trip*: music, sports, field survival, different hobbies and designs.

There is a winter camp specially for exploring Finland and a summer camp which also conclude Finland as one of the main destinations.

Finland winter camp:

Travel length	11 days
Enrolment target	Students from junior one to senior grade three
Price	34900 RMB (4700 euros include flight ticket and visa fee)
Group size	About 15 to 20
Schedule & activities	- First day, arrive Helsinki and campsite check

	<p>in</p> <ul style="list-style-type: none"> - Day 2: The Nordic characteristic sports such as ice hockey, skiing, snowshoeing. - Day 3: visit Finnish schools, join Finnish classes and understand Finnish education system. Visit local families, make cookies and take night train to Rovaniemi. - Day 4: cross the arctic circle and visit Santa Claus. Reindeer farm and the polar museum. - Day 5: discover the northern lights, visit the Husky base and sleigh ride. Learn cross-country skiing. - Day 6: visit the northernmost zoo in the world. (Ranua wildlife park) understand the current living situation of various animals. - Day 7: the ice-breaking journey, visit the Sampo icebreaker. Swimming in the ice lake with special protective closing. Take night train back to Helsinki. - Day 8: Tour around Helsinki city, visit Heureka Technique centre and enter the laboratory to have some interesting chemical experiments. Take the ferry to Stockholm in the evening. - Day 9: the banquet hall for Nobel Prize. Visit Vasa Museum and Stockholm palace. - Day 10: get the tour certificate and flight back to China.
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Figure 20: XDF Finland Winter camp in brief (summarized by Yulu Lin, according to the information from webpage)

Another route is organized during summer time and lasts for two weeks. Students will visit three Nordic countries include Finland, Sweden and Denmark. The total price is 39900 RMB (5350 euros) covers flight, visa fee, personal insurance and outbound accommodation, transportation and daily meals. The target customers are the same as the winter camp who is between 13 to 19.

XDF as a successful global company dominates the Chinese educational market and industry. It has huge customer resources and bases which can bring tens of thousands of students yearly. Their services and operations have already in the maturity stage and continuing expanding its territory. The company pricing the products higher than the average but abundant of students and parents are still attracted and think it is a worthy investment because of its high reputation and customer satisfaction rate.

Promotion: customers can get detailed information in the website. At the same time, the company utilizes the efforts of social media dissemination and relies on the power of the influence through word of mouth.

4.1.2 启行有方(Ideas Trip)

The Ideas Trip is the first platform in China where shares information and knowledge specifically for global youth camp. It provides Chinese teenagers a community for campsite education and selects the superior global camps that teenagers can broaden their horizons through activities. There are both winter and summer camps to Finland organized by the Ideas Trip. The following tables introduce the programs briefly.

	Winter camp	Summer camp
Theme	The exploration of nature and science	The frozen island
Length	2 weeks	2weeks
Target customer	Teenagers from 8-15	Teenagers from 8-15
Price	28200 RMB (3700 euros not include flight tickets and visa fee)	28200 RMB (3700 euros not include flight tickets and visa fee)
Travel date	First group: on December Second group: on February	First group: on July Second group: on August
Activities	<ul style="list-style-type: none"> - Try winter sports and adventure in the forest in Kisakallio Campsite in Lohja. - Discover nature of Finland and archology in Haltia nature centre. - Science course in Heureka centre. - Across the arctic cicle, visit Santa Claus and experience feature sports in Rovaniemi. 	<ul style="list-style-type: none"> - Try summer sports in Kisakallio campsite. - Jungle hiking and different interesting courses such as construction course, sailing and photography. - Wilderness camping and spend one night in kota. - Playing a miner in the Museum of Crystal Ore.

Figure 21: Introduction of Finland winter and summer camp in Ideas Trip (summarized by Yulu Lin, according to the information from webpage)

Advantage: The company size of Ideas Trip is smaller than XDF, however, through differentiating itself to project only related to “camp”, the company gains attentions in the public. What is more, the target group is teenagers which means university students and even high school students are secondary customer resources.

Promotion: The company consider Wechat as one the significant platform of promoting. Customers can enrol the camps and search information both from the webpage or Wechat official account.

4.1.3 Oulu Study Program

This study program is organized by Oulu University for both winter and summer camps. Students can receive the creative high-quality education

and get five credits through studying in Finland while have the chance to explore the unique landscape of Scandinavia. This study program can be considered as the strongest competitor for HAMK as they are substitutes. No less than HAMK, Oulu University initiated this program in the beginning of 2017 which even younger than HAMK. The school served two groups of students who came from Shanghai University and University of Shanghai for Science and Technology on January and February.

Product in brief:

Length	Three weeks
Scope	Covers 3 countries and 5 cities
Group size	Around 20 to 30
Price	Around 2500 euros + 1350 euros for flight ticket and visa fee
schedule and activities	<ul style="list-style-type: none"> - First spend one week in Oulu university to have a business training course named “Creativity & Entrepreneurship” and get 5 credits for 20-hours study - Get AACSB and internship certifications from Oulu - Visit local companies, understand Finnish business mode - Travel around Oulu city, skiing class, barbecue in the forest - Visit Santa Clause, reindeer sleigh, get the certification of crossing the arctic circle and so on - Tour to Helsinki and take ferry to Tallinn, Stockholm.

Figure 22: Oulu study program in brief (summarized by Yulu Lin)

Quality: High, students are very satisfied with the camp. The whole schedule divided education and entertainment into a good proportion. Plentiful and interesting activities, complete training courses and strong faculty.

Promotion: using two popular social media Weibo and WeChat. Regularly post pictures, videos and news of the program and daily life in Oulu. Summarizing the program into journal articles and spread through different platforms. School visiting to Universities in China and organizing speeches.

Partnership: Shanghai University as the partner school has already signed a Memorandum of Cooperation with Oulu University. Students can get funding from the school finance and over 40 students were involved.

4.2 The SWOT Analysis for HAMK Camp Programme

HAMK as a new entrant of the Chinese market also tries to share a piece of cake. Before drawing up an applicable strategy, the analysis to its own situation is imperative. The figure 14 was summarized based on four di-

mensions from SWOT which including both internal and external variables.

HAMK and its camp programme	Strengths: <ul style="list-style-type: none"> - High-quality education university - Local advantage - Language advantage - Competitive price - Customization - Direct supplier - Wide relational networks
	Weaknesses: <ul style="list-style-type: none"> - Lack of awareness and promotion - Quite new start-up - Lack of fixed customer resources - Insufficient customer contacts - Restriction of reception time
	Opportunities: <ol style="list-style-type: none"> 1. In Finland: <ul style="list-style-type: none"> - governmental supports for tourism industry 2. In China: <ul style="list-style-type: none"> - the increase of family incomes - the improvement of related laws and regulations - the persistent development of the tendency of global study tour.
	Threats: <ul style="list-style-type: none"> - Chinese market is not mature enough - Fierce competitiveness - Customers hesitate to the costs of traveling abroad

Figure 23: SWOT analysis towards HAMK camp programme (summarized by Yulu Lin)

Strengths

HAMK itself as a higher educational institution is regarded as an expert in the industry. The quality of the education during the camp can be entirely guaranteed. Second, HAMK has geographic advantage since it is located in Finland where the destination of the camps. Third, language is the representative of a culture, although Finnish is the official language, English is widespread and throughout the whole process during the camp, therefore, students can experience a dual language environment.

When it comes to price, HAMK has quite fair price compares with its competitors. It is not fixed because each group may come with different purpose and schedules. However, the average price of a two-weeks camp which involves the ferry trip to Stockholm is around 2600-2700 euros includes transportation, accommodation, three meals per day and some extra fees that would happen in Finland.

HAMK offers customized schedule which strictly follow the customer preferences and purpose towards camps to design and plan diverse routes. Besides, as the service supplier, HAMK tries to stand closely to the cus-

tomers and simplify the distribution way that both help to reduce costs and convenient communication. Last but not the least, HAMK owns over 100 partners who come from different countries and continents. It could be beneficial if this global network can be exerted properly.

Weaknesses

However, Finland is inferior to countries such as USA, UK, Australia or France and Germany. Chinese people pursue places with high awareness and schools with high reputations. HAMK seems fail to reach this criterion because it has not recognized and perceived by the public. Recently, HAMK's promotion activities are not active enough. All the relevant materials to the camp programme are sent to partner schools and institutions via emails. So, they take most of the responsibilities to promote and involve students. Besides, the usage rate of social media is very low, Weibo or WeChat have not started their role and there is no webpage in Chinese version and students may have difficulties to find the access of English website.

There were only two winter camps organized and the first summer camp is progressing. HAMK does not have enough experiences or references as a new start-up in this field which can lead to a series of problems: the lacking of fixed customer resources, insufficient communication and contract to the customer groups.

Moreover, because HAMK is also a university which has a fixed schedule for work and rest. And due to the differences setting between Chinese and Finnish education system, the calendars concern to holiday are in consonant. For example, HAMK starts the winter holiday at the middle of December and ends at the begging of January while most of the Chinese schools recess from February to March. During summer time, HAMK ends the conduct lessons in May and school departments get a month off the work in July. For Chinese student, summer holiday begins from July, therefore, the only overlapping time is August which means HAMK has barely one month to serve as much customers as possible.

Opportunities

The opportunities should be considered from both side. From Finnish perspective, Chinese are an increasingly important group of visitors for the tourism industry of Finland. Although China is still the seventh largest source of foreign tourists of Finland, the overnights of Chinese visitors has brought a surprise in 2015 which had an increase of 40.1% than previous year. Meanwhile, the total spending of Chinese tourists exceeded Russian tourists in 2015 for the first time. (Teivainen, 2016) What is more, The Finnish Tourist Administration has already treated the Chinese market as one of the main targets. It keeps expending the dynamics of resources and marketing promotion in China. There are three projects" (Stopover Finland) (Finnish Archipelago) and (Fin relax) that are highly recommended and developed by the Finnish authority to attract more visitors including Chinese.

Referring the variables in Chinese market. The increase of family income during the recent decades has effectively influence the pattern and content of consumption. Children are the centres of families and parents are willing to spend most of the incomes into activities that bring children benefits such as studying and training. Even though the cost of participating a global tour is high, parents strive to offer the best conditions for children within their acceptable limitations.

The Chinese educational tourism industry is emerging and has turned into development in decade. People are on their ways of transferring the classical education to a modern concept. The tendency of the global study tour will ongoing. In policy terms, the government enlarges the investing in education in order to cultivate talents.

Threats:

Since the Chinese market is in its initial stage where full of indeterminacies. Researches and analysis are in the process of going further, meanwhile, laws and regulations are kept completing. Even so, it cannot become the resistance for people to catch the niche and share a finger in the pie. Chinese market, wherever, whenever, is cruel. Fierce competition exists no matter how good or bad, young or mature the market is. Another threat comes from its price. The price for study tour especially international exceeds any other product in the same category. Customers are easy to in a tangle ahead of exorbitant price and consider whether it is worth to spend.

5 RECOMMENDATION AND MARKETING ACTIONS IN CHINA

The objective of this chapter is to create a customer profile and offer accessible recommendations from the perspective of the marketing mix for promoting HAMK winter and summer camps programme in China, therefore, HAMK is able to amend its marketing activities to some extent to satisfy the target customer better.

5.1 Customer Profile

A targeted market should be divided into smaller pieces of segments based on the geographic, demographic, psychographic and behavioural segmentations. The campaign advertisement of HAMK is focusing on university students, however, high school students also have the huge consumption potential. More than ever, parents decide to send their children to abroad for further study at a young age and high school is deemed to be the best time either from mentally or physically. As a consequence, an international trip can let children get familiar with overseas life beforehand.

The research of the Chinese outbound tourism market indicated that tourists who came from big cities and developed provinces such as Shanghai, Beijing, Jiangxi and Zhejiang took the most portions. The reason is obviously because traveling is closely related to the income and economic base of a person or a family, and outbound trip as a luxury consumption has

upper requirements. The investment in education for a child also strictly follow this rule. The costs of HAMK camp programme can reach over 4000 euros which exceed over 30000 RMB, therefore, only students come from medium to high income families have the qualifications to consider the programme and even finish the purchasing.

From the expectations of both previous participators and potential customers, they planned a travel for amusement more than for studies. They concentrated on what kinds of activities would be organized instead of what kinds of courses they were going to have. Traditional culture, languages training, nature adventure should be all involved in during two to three weeks.

Through a cross-over analysis of the given theories and market information, a customer profile can be defined. The following table shows the portrait of the potential customers who can be targeted and touched through further promotion activities. The aim of finalizing the profile is to provide HAMK with practical references that can make contributions in designing and delivering appropriate products and value for specific customer groups.

Gender	Both males and females, but mainly female
Age	From 16-23 years-old (mainly high school and university students)
Region	Developed areas such as Shanghai, Beijing, Guangzhou, Zhejiang
Financial background	From medium to high income families
Purpose of travel	Experienced and entertainment oriented
Duration of stay	2-3 weeks
Preferences	Outdoor activities, nature exploration, try unique Finnish sports, culture and tradition experiences, exotic sightseeing

Figure 24: customer profile for HAMK camp programme (summarized by Yulu Lin)

5.2 Marketing Mix for HAMK to Attract More Chinese Students

5.2.1 Product

HAMK does have the ability to maintain the quality of the services in a high standard and keep its commitment. However, the biggest problem is that the winter and summer camps are routinized and follow fixed patterns which are applied in many other relevant products that competitors do. Customers barely find highlights from the camp and this leads to a low awareness and attractiveness. The most urgent work for HAMK is how to differentiate the products and refresh the appearances.

Customization can offer more spaces for customers to define the product and details they want, however, frequently, customers are confused about what do they exact want to do. In this aspect, the researcher suggests that

HAMK could design and launch out several routes with specific themes and topics to attract different groups of customers.

Route one: “The Carnival Party”

“The Carnival Party” is designed only for graduates of high schools and universities. It is a pure-travel camp without any conduct lessons or courses. For senior three students, after suffering from three years’ torment of countless exams and finally go through the most important one to get an entrance ticket to the university, they are deserved to have a ceremony that could help to throw the pressures away. As for university graduates, the end of the study means the beginning of work and totally be independent. They are strongly encouraged to organized a crazy party as a last hurrah.

One feature of this route is the group size, the goal is to obtain 30 to 50 students because of the concept of revelry. The content of this camp is based on outdoor activities and sightseeing, for example, one possible route could be: Helsinki- Hamenlinna- Valkeakoski- Tampere- Rovaniemi- Turku- Stockholm- Tallinn- Helsinki. Another selling point of this route is the cruise trip; customers have the chance to quickly explore the capitals of other Nordic countries by taking a wonderful cruise.

Route two: “The Polar Express”

This is a theme for winter camp but “The Polar Express” could be a better name to replace the old one. Finland is well known by its splendid scenery in winter when the lakes are frozen and the ground is covered with snow. Students can choose to participate an exotic two-weeks trip in one of the northernmost region in the world and experience the magic of winter.

One of the highlight in this route is the night train to Rovaniemi, during the polar express to the hometown of Santa Claus, student might meet the Nordic lights. Also, they will visit Santa Claus Village, post letter for next Christmas, skiing and try reindeer sleigh.

Route three: “Escape from the Night”

Finland has extreme long daytime and short night during the summer while some regions even never see the sun disappears. Therefore, students can enjoy a cool and different summer in company with the sun. Route three is the same as route two that are properly combine the education with entertainment. Students will have some courses in understanding the culture differences, Finnish language and education system through visit schools. Besides, some outdoor activities such as fishing, walking in the forest and picking mushrooms and berries can satisfy their curiosities.

- Moreover, the prime base for HAMK winter and summer camp is in the International Business campus in Valkeakoski, however, Valkeakoski campus is not the headquarter of HAMK and there are not too many students, spaces as well as faculties. It could be better if students can visit Hamenlinna where the head office in to experience more modern facilities and a bigger study environment.

- Last but not the least, HAMK has defined the programme as “camp” concept, it is possible to find some real campsites or resorts in Finland to become a training base. The place should be possessed with facilities for different activities, rooms for accommodate and some professional tutors. Based on a former project that researcher did, there is a resort named Iloranta close to Hamenlinna welcomes group visitors. This resort provides its guests with different types of accommodations, Finnish traditional home-made food, well-being services and various nature and sport activities during the whole year.

5.2.2 Price

The price of HAMK camp programme is quite fair and reasonable because it is lower than the average. However, the chase from customers for the price minimization and the benefits maximization is interminable. A company should always put the customer value into the first place instead of only pursuing the own profitable results. In order to gain a long-term development, a company sometimes is supposed to surrender a part of the profit to the customers. Price can be a competitive advantage under a correct strategy.

1. HAMK can set a small discount for some specific groups such as the graduates. For example, all the graduates can enjoy a five or ten percent discount when they applying the camp programme.
2. HAMK can plan special offer according to the Chinese festivals. For example, when students enrolling the winter camp for next year during the Chinese Nation Day, the participators can get a five percent discount or another small prize.
3. And for those returning visitors who joined any winter or summer camps before can get some discounts in reward.
4. The mantissa pricing. This is a psychological pricing strategy by utilizing the customer's sensitivity and perception towards numbers to gain a kind of trust. For example, if the final price that students have to pay is 30000 China Yuan, HAMK can cut it down to 29888. The loss is only 12 yuan which less than 2 euros but the customers will get a gratification.

5.2.3 Place (distribution strategy)

HAMK is operating the promotion mainly in some Chinese universities, however, the researcher suggests to take the high school students into consideration as well. High schools have the potential to offer new customer resources. One reason is that numerous of high school students are planning or had the plans to study abroad after graduation, therefore, after they participate HAMK camp programme, they will get three credits which are universally approved within European union and become a part of their studies if they choose the EU as the future destination. The principal of the camp programme could try to expand the networks and cooperation to some high schools.

There is no direct sector or office of HAMK winter and summer camp in China, finding the reseller is the primary distribution strategy. Every year, the principal and some HAMK teachers visit China several times and arrange some speeches or meetings with students, however, the communication and propaganda work is inadequate. If the finance and conditions allowed, HAMK could set up a small sized group and office in China to promote, but if it is not the right time yet, HAMK could find a commission agent who represents HAMK and take over the responsibility of marketing activities in China.

Exhibitions, expos and some large-scale public education promotions such as the China International Education Exhibition Tour or China Education Expo are feasible platforms. HAMK can either be the visitors or exhibitors to spread brand awareness and look for potential partners in the future.

5.2.4 Promotion

The task of promotion is to spread a brand image and mark on the customer's impression. The researcher considers that it could be more effective for HAMK to determine a slogan for the products and for itself. A slogan encapsulates the attitudes of a company and ideas of the products as well as stimulates customer's sentiment towards traveling. It can be emphasized and widespread during marketing.

1. The general slogan of HAMK camp programme could be: **"We are more than a memory."** Besides a memory, HAMK devotes to enlighten student's future and even become a spirit, a precious experience and a lesson of life.

As for those routes, which were introduced in the product part, the slogans would be:

- "The Carnival Party"-- **Youth never drops away; we are on our way.**
- "The Polar Express"-- **A trip of a fantasy of snow**
- "Escape from the Night"-- **The sun never sets, the adventure never ends**

2. Social media plays a vital role in the modern promotion activities. Although students can find the announcement of camp programme in the HAMK webpage, the content is too ordinary and humdrum with only one paragraph literal introduction. There are no pictures or videos or even comments to arouse the consensus of browser. The researcher suggests that HAMK could reedit the webpage in a more attractive way and even possible, to create a Chinese version website. What is more, Wechat is another platform to promote the information of the camp and establish a conversation with potential customers. HAMK can make a travel diary or a journey summary and publish in Wechat. Visual effect is always more convincing than literal or aural.

3. Involving the previous participators as a part of the promotion. An interview or self-shooting video can be recorded during the camp to show the real feelings and emotions of the students.

4. HAMK camp programme gives a training certificate and 3 credits for students. However, these 3 credits only contribute when the students continue their studies among the Europe. According to the previous participators, they considered the credits quite useless. Therefore, HAMK could negotiate with the partner schools to open a specific course in Chinese universities for some international related project. Students are required to write some articles or conclusions to cover the study hours needed for getting these credits.

6 CONCLUSION

Chinese education market especially the global study industry is on its way of arising with huge potential and severe competitions. HAMK as a higher education institution commits itself to provide high standard training and studies for students with distinct prospects and needs. The winter and summer camps programme is a new sector in the global education services which aims to sketch the contours of Finland and some other Nordic countries through various activities and specific course studying within two to three weeks. However, HAMK is still groping its way and advance to become more popular which is also the impetus of writing this thesis.

The research topic is to promote HAMK winter and summer camps programme, case specifically for China. A plenty of materials and resources from books on professional, internet, articles or journals from magazines were widely applied. The primary data was demonstrated through surveys.

In order to smoothly draw a conclusion and follow the centre idea tightly, there are four objectives waiting to be achieved.

- 1) Understanding the relationship between marketing strategy and the marketing mix as well as a modern concept of new 4Cs together with an analysis tool named SWOT.
- 2) Making the research of the current situation of the Chinese education market and grasp customer preferences and expectations through surveys.
- 3) Identifying HAMK's own strengths, weaknesses, opportunities and threats by comparing with the existing performances of competitors and relevant products.
- 4) Drawing a customer profile and providing recommendations and suggestions for HAMK to improve its marketing activities for attracting more Chinese students in the future.

In chapter 2, the author elaborated the theoretical framework in a logic way. The final direction of marketing strategy is to create and deliver the customer value, at the same time maintain a relationship. Marketing strategy provides company a guideline of how to differentiated and win competitive advantages from competitors. A marketing strategy is consisted by four steps- market segmentation, market targeting, differentiation and positioning. These four steps are interactive and relatively independent from one to another. They help to identify the main target segment and customer groups from geographic, demographic, psychographic and behavioural aspects. Therefore, firms can figure out where and who to serve. The last

two steps answer the question “How to reach and satisfy?” Companies should position their products in right places through strategic marketing plans and competitor analysis.

Marketing mix, in general, is under the category of the marketing strategy. It is a set of tactical marketing tools and lays a basic framework for managerial marketing. The four factors- product, price, place and promotion are controllable. Through the implement in four different elements and relative variables, companies can act positively and effectively to the uncontrollable factors from the external. However, the concepts of 4Ps were queried by some scholars, in order to better suit the operation and characteristics of the modern market, an improved model was launched. The appearance of 4Cs which refers to customer, costs, convenient and communication considers every marketing activities should closely around the customers. The SWOT analysis is a model that classifying the possible factors which could influence the performances into four levels and two directions. The strengths and weaknesses are internal factors while opportunities and threats come from external environment.

Next Chapter came to the current situation of HAMK Chinese market. Chinese outbound tourism was possessed of following features: large bases, high consumption power, group tour based, depends on holidays and festivals. Besides, the purpose of travelling turned from sightseeing and shop-ping to culture vulture and outdoor adventure. The educational tourism is an emerging industry which can be considered as a product of the economic development and a transition of the consumption structure.

In this section, two surveys were conducted to show the feedback and expectations of customers. One was designed for previous participators who joined HAMK winter and summer camps before. There were totally 17 students answered the questionnaire and the results indicated that the satisfactory rate of HAMK camp programme was quite high. Over 85% students pointed that they were pleased with what they experienced and learned. However, the price they paid was a bit high and they were looking for more interesting outdoor activities and sports. The author also wanted to know what kind of distribution and promotion way was the most effective. The responses reflected that face to face communication touched them in a high standard while videos attract the most.

In another survey, two groups of students were followed, the high school students and university students. There were 143 responses came from universities and 96 came from high schools. This survey measured the attitudes toward price, length, group size, contents and travel date of a camp. These two groups reached a high consensus in a majority of the questions and transferred an important signal that students were more entertainment-oriented; traditional and Finnish featured events and sports such as skiing, northern lights pursuing and forest exploration were highly cheered. The author could guarantee the reliability and accessibility of the survey and the answers. The diversity and universality were well controlled since the respondents spread over 15 cities and four provinces.

The third objective was in correspondence with chapter 4 which concentrated on competitor analysis and self-analysis through SWOT. The existing competitors in Chinese market could be big or small. Some of them have already laid down a strong foundation of customer resources and reputation and were keeping breaking the new markets. A competitor named Oulu study programme owns the same background as HAMK. It is a Finnish local marker which even gains more awareness than HAMK in China can be regarded as the most competitive contender. The average price of relative products in the market is about 4500 euros, (includes flight tickets, insurance and visa fee) therefore, HAMK occupies a certain asset in this aspect.

The strengths of HAMK are advantages in language, geographic, quality and price while the weaknesses expose the situation of low nobility, insufficient customer resources and contacts as well as inexperienced. The external environment influences the organizational operation and business to some extent. For example, the support and encouragement from both Finnish and Chinese government in tourism and education fields can depict a prospective future for HAMK in practice.

The last chapter strived to offer recommendations for HAMK in order to achieve the objective of attracting more Chinese students. A customer profile was concluded based on the application of market segmentation strategy to identify target market accurately and deliver specific value and benefits. The author suggested that HAMK could improve its marketing activities and actions through four elements in the marketing mix.

- Differentiating the products by redesigning the routes and themes as well as finding possible campsite bases in Finland to increase the amusement of the content.
- Lower the price through some tricks such as small discount for particular groups, in given festivals or seasons and old customers.
- Finding a commission agent for promoting HAMK in China and organizing a wild range advertisement. Involving high schools as a part of the strategy and spread the reputation by some educational exhibitions and expos.
- Coming up with attractive slogans for HAMK and products when promoting. Utilizing the power of social media such as WeChat and Weibo to build more close relationships and communications with potential customers. Recording videos and taking pictures during the camp and publish them as a well-edit article or summary after the camp. Negotiating with partner schools to open a concrete course for getting credits so that student can receive more real benefits.

Since the winter and summer camps and schools is a part of HAMK global education services, the activities organized for China can be deemed to a significant pilot program. All the data and information as well as the analysis and recommendations are particularly applied only for China but can be regarded as a general concept or a model used in further activities related to the international entry to another country.

With the help of supervisor Antti Isoviita who takes the charge of HAMK winter and summer camps programme, the author got many useful information about the project in detail. The whole process went successfully from the topic selection and thesis writing. It is a practical exam for author to put knowledge and literature into reality and applied them in solving the problems now or in the future.

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Survey for HAMK Winter and Summer camp programme

这是关于芬兰海门应用科技大学冬/夏令营项目的问卷，感谢各位童鞋的细心填写啦。先打个小广告：Welcome to participate HAMK Winter and Summer camps!

1. How old are you? *

2. Man or Female *

☐ Man

☐ Female

3. Did you participate any winter or summer camp? *

☐ yes, i have

☐ no, i haven't

4. Please sort the following reasons that influence you of participating a camp. * [排序题]

☐ safety

☐ price

☐ the content of the camp

☐ the length of the camp

☐ the travel date (depends on when is the camp organized)

提示：以上为影响你参加Camp的因素，请根据你认为的重要程度排序哦

5. Do you know anything about Finland? *

☐ yes(examples) _____ *

☐ no

6. How long do you think is the best length for joining a camp? *

☐ one week

☐ between one to two weeks

☐ more than two weeks

7. 7. If there is a two-weeks camp, what do you think is the reasonable price that you can afford? (include flight ticket) *

- ☐ Must under 20000RMB
 - ☐ Between 20000-30000RMB
 - ☐ Price is not a big problem if i am interested in the camp
-

8. What is the best size for a camp group? *

- ☐ Under 10 people
 - ☐ Between 10 to 20 people
 - ☐ Over 20 people
-

9. 9. Which of the following activities you are interested in? * [请选择2-7项]

- ☐ skiing
 - ☐ ice fishing
 - ☐ ice swimming
 - ☐ see the Northern lights
 - ☐ Visit the Santa Claus
 - ☐ Reindeer sleigh
 - ☐ Sauna
 - ☐ Learn Finnish
 - ☐ Take a cruise ship
 - ☐ Pick berries and mushrooms
 - ☐ walk in the forest
 - ☐ visit schools
 - ☐ meet Finnish students
-

10. 10. Will you consider to participate a winter or summer camp in Finland? *

- ☐ Not at all
 - ☐ Maybe
 - ☐ Yes, i will
-

11. 11. When is the best time for you to organize a summer camp? *

提示：对你来说参加夏令营的最佳出游时间

12. 11. When is the best time for you to organize a winter camp? *

提示：对你来说参加冬令营的最佳出游时间

13. 12. Do you have any plans to go aboard for further study? *

☐ No, i don't have

☐ I am not sure.

☐ Yes, i have.

14. 13. Do you prefer the camp progamme organized by school or join travel agencies? *

☐ By school

☐ By travel agencies

Feedback for HAMK Winter and Summer Camp

1. What is your age? *

2. Man or Female *

☐ Man

☐ Female

3. When did you participate the winter camp? *

4. Are you satisfied with the whole schedule? *

☐ Not at all

☐ Just so so

☐ quite satisfied

☐ very satisfied

5. Do you know Finland before? *

☐ yes

☐ no

6. How did you get information about the HAMK Winter Camp? *

7. How do you think about HAMK? *

8. What do you think about the price you paid? *

- ☐ It is quite cheap
- ☐ It is not cheap but reasonable
- ☐ It is quite expensive
-

9. How the HAMK Winter Camp was paid? *

- ☐ by yourself
- ☐ by your parents
- ☐ by your school
- ☐ by your parents and school
- ☐ by some other way
-

10. Will you participate the programme again fi there is a summer camp? *

- ☐ no
- ☐ maybe
- ☐ yes, i would like to
-

12. What do you think is the best way for HAMK to promote the winter and summer camps? *

- ☐ by using videos
- ☐ by Wechat
- ☐ via teachers
- ☐ by visiting school
- ☐ by other way _____
-

13. Give a scale from 1 to according the possibility you think that you will choose Finland to continue further study. *

0% ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 100%

14. What do you think the HAMK camp programme can be improved?